Job Satisfaction at Work (A Case Study of B.P.C.L. and T.S.L. Naini Allahabad)

Thesis Submitted for the Award of the Degree

of

Doctor of Philosophy

(FACULTY OF COMMERCE)

To

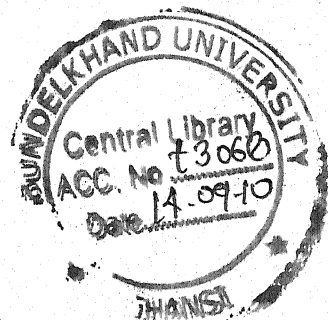**Bundelkhand University, Jhansi (U.P.)**

2006

Supervision:

Dr. D.C.Agarwal
Reader, Faculty of Commerce,
Bundelkhand (P.G.) College,
Convenor Board of Studies and
Former Dean Faculty of Commerce
Bundelkhand University
Jhansi (U.P.)
INDIA

Research Scholar:

Sanjeev Kumar Srivastava

Dr. D.C. Agrawal

➢ *Reader*
  Faculty of Commerce
  Bundhelkhand (P.G.) College
➢ *Convenor,*
  Board of Studies and Research Degree Committees,
➢ *Academic Counsellor*
➢ *(F)Dean Faculty of Commerce*
  Bundelkhand University Jhansi
➢ *(WCOEDP) Singapore, (ICO) (NEBAA) U.S.A.*

Ph.   *(R)* 91-0510-2442675
       Mob.   09415187371
       College: 2440562

Resi. : *KANCHAN KUTIR*
        27/2 Panchkuiyan
        Jhansi Pin –284002
        (U.P.) India

CERTIFICATE

This is to certify that :

- The thesis embodies the work of the candidate, Mr. Sanjeev Kumar Srivastava, himself.

- The candidate worked under me for the period required under ordinance.

- He has put the required attendance in my faculty during that period.

(Dr. D.C. Agarwal)
17|08|06

DECLARATION BY THE CANDIDATE

I Declare that the thesis entitled Job Satisfaction at Work (A Case Study of B.P.C.L. and T.S.L. Naini Allahabad) is my own work conducted under the supervision of Dr. D.C. Agarwal. The results presented in this study have not been submitted, in full or part, in this or any other university for the award of any degree or diploma.

My indebtedness to other work / publications has been duly acknowledged at the relevant places.

Supervisor
Dr. D.C.Agarwal
Reader, Faculty of Commerce,
Bundelkhand P.G College
Convenor B.O.S & Former Dean
Faculty of Commerce
Bundelkhand University
Jhansi

Researcher
Sanjeev Kumar Srivastava

PREFACE

Job satisfaction is an individuals general attitude towards his or her job. It may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The concept of job satisfaction is related to but distinguishable form the concepts of moral and job involvement. Both moral and satisfaction refer to positive emotional states, which may be experienced by employees.

Job satisfaction is the favorableness or unfavorableness with which employees view their work. It express the amount of agreement between one's expectations of the job and the rewards that the job provides. Job satisfaction is part of life satisfaction. The nature of one's environment of the job affect one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general satisfaction.

Job satisfaction is dynamic. Managers cannot establish high job satisfaction once and then forget about it for several years. It can go as quickly, as it comes. Usually more quickly, so that it has to be maintained week after week, month after month and year after year.

In the present study, an attempt has been made to find out the level and degree of job satisfaction at work keeping in view a special eye on B.P.C.L. (Bharat Pumps & Compressors Ltd.) and T.S.L. (Triveni Structurals Ltd.) in Naini, Allahabad .

Chapter 1 discusses the company profile, general information, the impact of Industrial revolution and historical overview. This chapter also

discusses the concepts of the job satisfaction. **Chapter 2** discusses the research methodology, objectives of research, research design, data collection method, sampling and limitations in the research. **Chapter 3** deals with the theories of job satisfaction. A number of theories have been argued that it is the degree to which fulfills the job satisfaction. **Chapter 4** discusses the factors of job satisfaction, job satisfaction is derived from and is caused by interrelated factors. Although these factors can never be isolated from one another for analysis, they can be used through statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction. **Chapter 5** deals with the values and variables. A value is what a person consciously wants to attain. Job satisfaction is a function of value attainment. **Chapter 6** discusses measuring job satisfaction, job satisfaction is an individual general attitude towards his or her job. **Chapter 7** deals with consequences of job satisfaction, since one's job is part of one's life, it is logical to expect job satisfaction to influence life satisfaction. **Chapter 8** deals with job satisfaction survey in B.P.C.L. and T.S.L. An attempt has been attitude of the management personnel towards causes of job satisfaction/dissatisfaction. **Chapter 9** is related with summary, conclusion and suggestions of the research work.

July 1, 2006
Jhansi
                                                    Sanjeev Kumar Srivastava

ACKNOWLEDGEMENTS

I would like to express my deep sense of gratitude to my guide, Dr. D.C. Agrawal, Reader, Faculty of Commerce, B.K. (PG) College, Convenor B.O.S. Faculty of Commerce, Bundelkhand University, Jhansi, for his able guidance in this research endeavor. He was a source of great inspiration throughout the study and took keen interest in the progress of the work. I was immensely benefited by the critical observations that he made while he graciously read the entire script of the thesis.

I am grateful to all those officers of B.P.C.L. (Bharat Pumps & Compressors Ltd.) and T.S.L. (Triveni Structurals Limited) Naini, Allahabad. Who provided their help in giving guidance, co-operation in collecting the data for my present study.

Finally, I am beholden to my family members for all their affection, inspiration and blessings. I owe special gratitude for bearing with me the brunt of odd hours working and neglect at times. My friends have rendered me enthusiastic support and assistance in the course of the study, which infused in me the energy to complete it.

I would like to thank to my father Shri Mohan Bihari Lal Srivastava who provided me the inspiration, motivation and active support in completing my research work.

Last but not the least I extend my thanks to all those who have directly and indirectly helped me in successful completion of this work.

July 2006
Jhansi   *(Sanjeev Kumar Srivastava)*

CONTENTS

LIST OF TABLES

LIST OF GRAPHS

CHAPTER - I

INTRODUCTION

a.) General
b.) The Impact of Industrial Revolution
c.) Historical Overview
d.) The Concept Of Job Satisfaction

CHAPTER - I
INTRODUCTION

A. GENERAL

Bharat Pumps & Compressors Ltd., incorporated in 1970 was established at Naini, the trans Yamuna area of Allahabad with the objective to design manufacture and supply of capital goods in the fluid handling field including provision of service connected there with.

BPCL which caters to the need of core sector of the economy such as oil exploration, refineries, petrochemicals, chemicals and fertilizer, process industries, nuclear and thermal power plants, had in its earlier phase entered into technical collaboration with world renowned manufactures to indigenously design and manufacture heavy duty centrifugal and reciprocating pumps, reciprocating compressors, and high pressure gas cylinders and other hi-tech oil field equipment such as cementing units, sucker rod pumps etc.

The company had absorbed the technology in early stages and established itself as a world-renowned manufacture of a wide range of hi-tech products. BPCL had supplied its products to the total SATISFACTION of the customers. In almost all national projects o of companies like ONGC, OIL, BPCL, IOCL, HPC, RCF, Nuclear power Corporation, Dept. of Atomic Energy, IPCL etc.

Like many other import substitution oriented public sector undertaking, BPCK also had to face various constraints because of long gestation period of profitability. By the time, company could start showing results; the growing international competitions further marginalized its profitability. In order to meet the international competition effectively, a group of six premier public sector engineering undertaking namely BPCL, BHVP (Bharat Heavy Plate and Vessel), B&R (Bridge & Roof),

1

R&C (Richardson & Cruddas), TSP (Tungbhadra Steel Products and TSL (Triveni Structural Ltd.) was formed in the year 1991 under the Holding Company Bharat Yantra Nigam Ltd. Having its head office at Allahabad. Thr collective and integrated strength of the group augur well for its future role as a strong and viable engineering group.

BYNL

BPCL	BHVP	B & R	R&C	TSP	TSL

Mission And Objective Of The Company

MISSION and Objective of the company is "To research design and develop, manufacture and supply capital in the fluid handling field including provision of service connected there-with, to cater the need of Oil exploration and exploitation, refineries, petro-chemical, chemical fertilizer, power sectors and process and down stear industries".

The corporate philosophy also involves approach for total Quality Management (TQM) and Total Productive Maintenance (TPM) in order to achieve and sustain a reputation for Quality at a Competitive Cost, in National, International Markets for our products and services the collective involvement of all.

BPCL is the only Company in Asia to manufacture a wide range of Hi-tech products, heavy-duty pumps and compressors and high pressure seamless and welded cylinders, under one roof.

Such high valued hi-tech products are functioning to the total satisfaction of the customers with least maintenance cost and optimum energy conservation.

2

Location

Bharat Pumps & Compressors Ltd. (a Govt. of India enterprises) is located at Mirzapur Road Naini, Allahabad, the trans Yamuna area 7 K.M. far away from, Allahabad city.

The place Naini is an industrial area of Allahabad. The head office of the company, finance department, sales department, personal department and marketing department is located out side of the factory area and workshop. Research planning, design department and quality control are situated inside of the company premises at Naini.

Products Of The Company

Pumps and Compressors: -

Centrifugal Pumps

Pumps for Application in Nuclear Power Plants

Reciprocating Piston & Plunger Pumps

Carbonate and Ammonia Pumps

Cementing Units

Sucker Rod Pumping Unit

Reciprocating Compressors

Gas Cylinders: -

High Pressure Seamless Industrial Gas Cylinders

Welded Cylinders

Cylinders in Cascade for Storage of Compressed Natural Gas (CNG)

LPG Domestic / Industrial Cylinder

Range Of Products

Centrifugal Pumps

Maximum Power	2500 KW
Maximum Pressure	140 Kg. / Cm^2
Maximum Capacity	12000 MHr^3
Fluids Handled	Dematerialized water, Seawater, Hydrocarbons, Naphtha LPG, Carbonate Solution, Boiler Feed Water, Alkaline and Acidic Solution, Ammonia liquid.

Reciprocating Pumps

Maximum Power	1700 KW
Maximum Pressure	675 Kg. / Cm^2
Maximum Capacity	315 MHr^3
Fluids Handled	Drilling Mud, Cementing Slurry, Crude Oil steam, Condensate, Heavy Water, Fatty Acids, Ammonia Carbonate, Liquid Ammonia, and Water Injection.

Reciprocating Compressors

Maximum Power	25000 KW
Maximum Pressure	450 Kg. / Cm^2
Maximum Capacity	70000 MHr^3
Fluids Handled	Air, Nitrogen, Oxygen, Carbon Die-Oxide, Hydrocarbon, Ammonia, Synthesis Gas, Hydrogen Sulphate, Coal etc.

Gas Cylinders

Maximum Pressure	400 Kg. / Cm^2
Maximum Capacity	110 Liters
Fluids Handled	Oxygen, Nit4rogen, Hydrogen, Argon, Air, Helium Carbon Di-Oxide, Nitrous Oxide, Acetylene, Ammonia, Freon, LPG Compressed Natural Gas (CNG)

TABLE- 1.1

C.N.G. CYLINDER FOR VEHICALE USE

WORKING PRESSURE: 200 BAR (204 Kg/cm^2)

TEST PRESSURE: 334 BAR (340 Kg/cm^2)

SPECIFICATION – IS: 7285-1988

WATER CAPACITY IN LITRES	OUTER DIA (D") in mm	LENGHTH (L") (Approx) in mm		WEIGHT (Approx) in Kgs.	
		TYPE "A"	TYPE "B"	TYPE "A"	TYPE "B"
22	232	730	735	33.00	34.50
34	232	1045	1050	44.50	46.00
35	232	1070	1075	46.00	47.50
40	232	1200	1205	51.00	52.50
45	232	1335	1340	56.00	57.50
50	232	1465	1470	61.00	62.50
30	267	716	725	36.00	38.70
50	267	1115	1125	53.00	55.70
55	267	1215	1225	58.00	60.70
60	267	1315	1325	62.00	64.70
65	267	1415	1425	66.00	68.70
70	267	1515	1525	71.00	73.70

Source : *On the Basis of Journal of B.P.C.L., Naini, Allahabad*

Facilities

To manufacture such a wide variety of highly technically sophisticated products, conforming to international standards of quality and performance, comprehensive production capability and skills have been created under one roof.

Pumpss & Compressors Plant has modern and sophisticated special and general-purpose machines as well as assembly and testing, heating treatment and fabricating facilities.

An independent high technology center having latest Numerically Controlled (NC) and Computerized Numerically Controlled (CNC) precision lathe and Horizontal Borer is in operation.

All the performance tests of pumps and compressors are carried out as per international standard. A test facility exists for full load testing of product up to 2000 KW. Endurance testing is conducted without affecting other test programmed.

Heat treatment such as hardening, tempering, nit riding, normalizing etc. can be done for the component up to 1800 mm dia and 400 mm length. The critical components are fabricated as per international standards. All such pressure welding of piping and other component up to 10,000-psi working pressure are being done regularly.

Dynamic balancing of any components up to 1000 kg* 5000 mm length can be done on most modern electronic controlled machine. Hydraulic and pneumatic testing of component up to 25,000 PSI and from 1.5 Kg to 600 Kg/Cm^2 respectively can be done.

Three different assembly shops are catering the need for assembly and unitization of Centrifugal and Reciprocating Pumps and Reciprocating Compressors. Unitization involves mounting on skid with prime mover and associated system including variable speed torque converter, air clutch, chain drive, various instruments, control system, high pressure piping etc.

GAS CYLINDER PLANT facility caters to the manufacturing need of soled drawn / seamless gas cylinders, welded gas cylinders and dissolved acetylene cylinders.

The company recently modified its technology to manufacture porous mass required to be filled in DA cylinders by taking latest technology from Coyne Cylinder Co., USA.

Facility also exists to manufacture cylinders to store compressed natural gas (CNG). These cylinders will be forming part of kits required by CNG compressors.

Capabilities

BPCL, the ISO 9001 Company, manufactures highly technically sophisticated and environmental friendly products, equaling International Standards of quality and performance with the support most modern and sophisticated machining center having latest Machines, assembly, testing, heat treatment and fabrication work.

Test Facilities: The factory is equipped for full load testing of various parameters for complete product range up to 2000 KVA.

Quality Assurance: Quality Assurance Department ensures that the products-pumps and compressors meet the specifications of inter codes such as API and are fully guaranteed for performance of proven and most up dated designs. Gas cylinders are manufacture per specifications of international standards such as DOT, BS etc. and usage approval from recognized national / international agencies.

Competency

Quality Assurance Programmes conform to International specifications and requirements. Research and Development efforts are supported by test facilities for model testing in the centrifugal pumps, reciprocating pumps and compressor area and carry out live testing of expendables etc.

Fully groomed Installation, Commissioning and Spare parts Division renders Product Support, Technical Assistance and advice besides providing quick and effective after sale service.

A strong design department has been established which house computer aided design center, Highly qualified, trained, experienced and competent engineers are involved in application engineering, thermodynamic calculations, hydraulic calculations, hydraulic calculations and systems design in the area of piping, instrumentation, electrical, operational control.

The company undertakes long-term maintenance contract of equipments installed and commissioned at customers' plants, with the objective to maximize their profits and minimize their risks

Triveni Structurals Limited

(A Subsidiary of Bharat Yantra Nigam Ltd.)

Triveni Structurals Limited, joint Enterprises of Govt. of India and Voest – Alpine of Austria, having registered office at Naini, Allahabad on 3rd July 1965; went into a production in 1968 and already have reference of works of over 3,00,000 metric tones of sophisticated steel and allied equipment.

TSL now a subsidiary of Bharat Yantra Nigam Ltd. (BYNL), a public sector holding company has been involved in the design, engineering, fabrication, installation and commissioning of sophisticated structured and fabricated equipments for a diverse range of applications.

By virtue of its collaboration with Voest – Alpine, TSL has full access to the latest technical know- how and expertise. The works are located on a site extending over 125 hectares of land in the industrial complex at Naini, Allahabad (India) and are served by a special railway siding, thus conveniently connected by rail/road to all major port towns and the hinterland of the country.

TSL has a specialized team of trained professional and engineers with a total work force of over 2000 manning various departments and workshop. Its activities are further backed up with an additional manpower resource nearly 1000 through its various ancillaries and sub contractors. Over 100 well-qualified, experienced and trained engineers and draftsman, who specialized in preparing total design and drawings for various structures, man TSL design office. The company are familiar with international codes and specifications viz. BSS, DIN, ASME, ASTM, JSS, API etc. over and above the Indian standards.

TSL have successfully installed a large number of national and international projects, big and small. Highly qualified and experienced personnel who have often been exposed to hazardous working conditions both in international and domestic fields man the company's Erection department. TSL works maintain internationally accepted Quality Control and Inspection Department which is

equipped with necessary facilities for carrying out radiograph, ultra sonic, dye-penetrate, magnetic particle, chemical and physical tests according to the latest practices.

Inspection can be carried out by any agency nominated by the purchaser. In addition to domestic organization, facilities are being regularly visited by International Inspection Agencies namely Lloyd's Register of Shipping, Bureau Varitas, Crown Agents (U.K.), Sweco (Sweden) etc.

Today its out-standing competitions of technological brilliants in India and aboard are – Asia's largest T.V. Tower at Mumbai, world's unique 150 M free span, super dome roof structures of Indoor Stadium for ASIAD '82, Asia's largest radial gates at Srisailam (India), LD converter shops for TISSCO, Super Thermal power project for NTPC, India's first dual system Passenger Aerial Rope Way in Nainital on turnkey basis, 230 KV/132 KV transmission line project for Thailand and Nepal on turnkey basis and the latest VLF communication for defense on turnkey basis.

TSL's accent on quality products conforming to any international code and specification including turnkey projects from concept to commissioning has won wide recognition in India as well as in foreign countries like Zambia, Tanzania, Malaysia, Thailand, Srilanka, Iraq, Kampuchea, Mauritius, Nepal etc.

Location

Triveni Structural Ltd. is a joint enterprise of Govt. of India and Voest – Alpine of Austria was in corporate in the year 1965 and is today a front ranking organization in the engineering industry.

The company works are located on the main Allahabad – Mirzapur Road (State Highway No. – 44) about 8 km. From Jamuna Bridge on 125 hectares of land in the industrial complex at Naini, Allahabad. The work is served by the special Railway Station and is thus conveniently connected by rail and road to all the major part town and land.

RANGE OF PRODUCTS

Building structures:

Riveted, bolted and welded sophisticated steel structures for Industrial buildings, nuclear power plants, thermal power stations, fertilizer and mining projects, refineries, steel plants, paper and pulp plants, crane runways, steel skeletons and head frames for mines etc.

Towers and Masts:

Steel lattice towers for medium and high tension transmission lines, television towers, microwave towers, radar towers, guyed masts, flood lights towers for stadia and terminal structures for Switch Yard.

Bridge Structures:

Riveted bolted and welded bridges of all types for roads and railways including bridges bearing, steel dilations, hand rails etc.

Pipes and Penstocks:

Exposed and buried penstocks, expansion joints as well as tunnel liners for Hydro—Electric power plants.

Pressure Vessels and Tanks:

Pressure Vessels, boiler drums, air receivers, cooling towers, flash towers, hydrogen storage vessels, LPG bullets, converters, S.S. trippers, reheated separators, heat exchangers, gas holders for

chemical, fertilizer, petrochemical, steel mills and nuclear energy plants, storage tanks including heaters, low pressure gas tanks, floating roof tanks and transport containers.

Gates and Hydraulic Structures:

Wide range of hydro – mechanical equipment such as fixed wheel gates, radial gates, slide gates, penstock gates including mechanical and hydraulic hoists, gantry cranes etc. required for hydro - electric irrigation, port, and dock project.

Mechanical Equipment:

Traveling Cranes, foundry cranes, stripper cranes, port cranes, luffing cranes, ship – yard cranes, derricks, haulage ways for building bridges, blast furnace, drive winches, hydraulic and mechanical rope drums and pin rack hoists, observatory domes, butterfly valves, spiral casings and masts sub – structures for oil drilling rings and special equipments.

Ropeways:

Aerial ropeways for transportation of men and material from hilltop to hilltop and to the plains.

Turnkey Project:

Turnkey projects of complete systems engineering from concept to commissioning in the fuield of communications, microwave projects and power transmission & distribution, material handling, ropeways and beneficiation plants etc.

Spare Parts and other Accessories:

The company has an excellent Procurement Division, which, with the aid of a vast data bank, exhaustive and efficient recording systems and good rapport with suppliers all over India, can deliver spare parts

and bought out items of all kinds quickly and at very competitive rates.

Coal Projects:

Mining equipments, head gear frames, sheaves, man and material cagtes (single/double deck), winding drums, air lock systems, hoppers, loading and unloading arrangements including sophisticated steel structures for coal industry, coal and ore handing plants, coal washeries, winders and other coal projects on turn-key basis.

Miscellaneous Equipment:

Blast furnace, copula furnace, L.D. vessels, converters, hot metal pouring slag and other ladles, stacks, heavy bulk silos, bunkers etc.

PRODUCTION FACILITIES

Man – Power Resources:

TSL has a specialized team of trained professionals and engineers with all total work force of over 2000 manning various departments and workshop. Its activities are further backed up with an additional manpower resource of nearly 1000 through its various ancillaries and sub-contractors.

Equipment & Machinery:

Horizontal Boring & Milling Machines 4000x2500x180 mm & 1600x1400x125mm.

Vertical Boring & Turning Machine 400mm, turning height 3150mm.

Open side Planning machine 16,360mm (max. length).

Gantry Flame cutting machine 41.0M travels.

Straightening and Bending Press, 100t.

Press Brakes 160t/3M and 315t .5 M

TIG and MIG submerged Arc welding equipment.

All necessary facilities for turning milling and drilling.

Latest acquisitions under modernization scheme:-

Universal Radial Drilling Machine portable type, trolley mounted-capacity 50mm, trolley movement 6 meters.

Oil Country Lathe, 3-meter bed, and 250 hollow spindles.

Heavy Duty Lathes, 3-meter bed, swing 600mm.	3 Nos.
Radial Drilling Machines capacity 55mm dia.	2 Nos.
Welding Transformers, rectifiers & & generators	50 Nos.
CNC Angles cutting machine	1 Set
CNC Drilling machine	1 Set
Stringing equipment for transmission lines	1 Set
Diesel Generating sets 250 KVA	2 Nos.

Advancement in Welding Technology:

With the help of Voest – Alpine of Austria, TSL has developed a welding procedure for the weld between Lattice Tube Calandria side tube sheet and Baffle Plate for Reactor end shields for the Narora Atomic Power Project of the Atomic Energy Commission, Govt. of India.

Nuclear & Special Fabrication Shop:

TSL has a special Nuclear Fabrication Shop completely enclosed and dust free for the manufactures of stainless steel equipment to meet stringent quality requirements of Atomic Energy and other customers.

Heat Treatment:

TSL's workshop is equipped with an oil fired bogie hearth furnace of 3.6M x 3.6M x 12.1M long for heat treatment. The furnace is capable

of attaining maximum temperature up to 1000_oC. Portable electrically operated stress relieving unit is also available for site jobs.

DESIGN & ENGINEERING

The company has a well equipped design department manned by over 100 qualified engineers with the added facility of a 3rd generation computer processing center enriched with R&D activities. The equipments are designed and manufactured conforming to various national and international coded and standards like IS, ASME, BS, TEMA and DIN. TSL has had good experience in using materials like carbon steel and non – ferrous alloys, for the manufacture of various pressure vessels, storage tanks, etc. Stainless steel / aluminum lining and bronze over – laying is also being undertaken where required.

RESEARCH & DEVELOPMENT

TSL has a separate well-organized R&D Division, which is constantly striving for innovations and development of new product and process. Its contributions have been in several new fields such as development of new equipment for nuclear plants, development of new welding techniques, solar energy utilization waste disposal etc.

One of the landmark of our R&D is development of design for 400 KV SC 'A' type Light Wind Zone Towers and Medium Wind Zone Guyed Tower. These designs were tested at R&C Nagpur and S.E.R.C. Madras.

QUALITY CONTROL & INSPECTION

For our varied Quality Control and Inspection activity, a common pursuit of quality is the way of life. Both raw materials and finished products are subjected to detailed inspection and testing procedures laid down by ASTM, ASME, AISI, BSS, DIN and other codes.

TSL Works maintain an internationally accepted Quality Assurance and Inspection Department which is well equipped with modern facilities for carrying out the following tests according to latest practices:-

Radiography

Ultrasonic Tests

Dyepenetrant Tests

Magnetic particle Tests

Hardness Tests

Impact Tests

Tensile, Compressive and Bend Tests

Hydraulic Tests

Pneumatic Tests

X – ray and Gamma – ray

Chemical & Physical Tests

Post Weld Heat Treatment

The facilities are being regularly visited by International Inspection Agencies namely Lloyds, Bureau Varitas, Crown Agents (UK), Sweco (Sweden), BARC, RDSO, EIL, PDIL, NTPC, DASTUR's MECON, etc.

CONSTRUCTION

An impressive array of facilities with Construction Department of TSL depicts a perfect coordination of mechanical resources with human skill. This highly specialized activity is handled by experience construction engineers and technicians accustomed to work in the most varied environmental conditions rending comprehensive engineering services in civil, mechanical, electrical, instrumentation,

fabrication, and assembly. The important equipment and machinery available for installation and commissioning include:

Crawler & Wheel Mounted cranes up to 70 t., derricks of various heights and capacitie4s, swing derricks, 40 t, 50 M radius., power winches and hoist blocks, special equipment like self – climbing masts and hanging masts for mechanical erection of tall structures, truck traitors up to 30 t/pay load, patented 'AUSTRIX' field stress relieving equipment with automatic recorders and automatic by – metal relay control cabinets., mobile X-ray units, welding generators, rectifiers and transformers, automatic welding cranes, automatic welding units, power roll manipulators.

TSL's expanded activities include overseas operations for hydel power projects, power transmission projects and other fields of structural engineering.

TECHNICAL CAPABILITIES

TSL had absorbed and acquired hi-tech-sophisticated technology from Voest Alpine, the Collaborators until recently. The engineers are trained at works of Voest – Alpine with best international exposure. In its twenty-five years association with Voest – Alpine, the world leaders in engineering industry, TSL has already references of large tonnage of structural fabrication and has grown from strength to strength through continuous research and development.

The company has also entered in a big way into the field of gas holders in association with M/s Walker Engineering, U.K. and Clayton & Sons, U.K. for Wiggins Dry Fabric Seal and MAN Oil Seal types respectively and has developed capability for all types of gas holders up to 2 to 3 lacs CUM capacity on turnkey basis for fertilizer, coal and steel sector.

GROWTH AND EXPANSION

Today, TSL is making increasing thrust especially in high – technology fields such as Space, Communication, High Voltage Power Transmission System, Nuclear Power, Defence, Railways etc. with a view to keeping pace with the latest technological advancement. A systematic attempt is being made to improve productivity, quality and delivery schedules. Steps taken in this direction include acquisition of horizontal boring and milling machine, sophisticated computerized numerically controlled machine for tower fabrication, new hot dip galvanizing plant, stringing equipment and accessories for erection of transmission lines etc.

The company has also finalized its corporate plan for achieving a systematic and sustained growth rate of 15 to 20% per annum. The plant in-corporate, among other things, the strategies to effectively meet future challenges to harness internal as well as external environment to its best advantage including plans for new investments, technology, up gradation and diversification/modernization.

The structure of modern business has become very complex owing to increased number of business transactions. This had led to the establishment of a number of departments. In olden days, when the size of the business was small, businessmen used to take decision based on knowledge accumulated through experience. As and when business grew in size the need to maintain business secrets was felt. They maintained and protected only those records, which were required as per laws of the country. The techniques of maintaining records were simple and adequate for their needs.

It is proposed to explain why people are satisfied with their jobs. None of the theories have garnered a great deal of empirical confirmation... which suggests that job satisfaction is a complex phenomenon with many causal bases and that no one theory to date has bee successful in incorporating all of the bases into a single theory. As is usually true with multiple theories of a single phenomenon, each theory seems to explain a piece of the puzzle, but a complete understanding is beyond their scope. We will examine four very different approaches to job satisfaction. This is by no means a comprehensive review of all theories, but it will give some insight into the ways in which job satisfaction has been examined.

Back in 1800, 90% of people lived on farms; the family was the basic economic unit. Father worked in the fields. Mother processed the food, cooked the meals, spun the wool and did the household work. Children were assigned simple task most as soon as they could walk. Labor relations and family relations were the same.

B. THE IMPACT OF INDUSTRIAL REVOLUTION

The last century and a half has brought a dramatic revolution, not only in what we make, but in the way as to how we make it. The Industrial revolution has been a revolution not only in technology but also in human relations. As technology grew increasingly complex, people became more dependent on one another; the problems of working together became more troublesome. The industrial revolution has brought major changes in what it means to be an employee.

SPECIALISATION

One of the distinguishing marks of the industrial revolution is specialization. Here is Adam Smith's famous description of the changes that were taking place in pin making almost two centuries ago,

in England; "A Workman not Educated to this business... could scarcely, perhaps with utmost industry make one pin a day and maximum twenty. But, in the way in which this business is now carried. One man draws out the wire, another straightens it, a third cuts it, a fourth points it, a fifth grinds it at the top for receiving the head. To make the head requires two or three distinct operations, to put it on is a peculiar business ...... I have seen a small factory of this sort, where ten men employed and where some of them consequently performed two or three distinct operations. But though they were very poor, and therefore, but indifferently accommodated with the necessary machinery, they could, when they exerted themselves make upwards of forty-eight thousands in a day".

Economically, specialization has brought great advantages. However, it has brought many disadvantages as well; boredom and the loss of a sense of individual importance of accomplishment of pride in work. How much satisfaction can a man obtain from spending his entire day cutting wire?

Further, workers feel that they are shackled to the work processes; they have had no hand in developing. The industrial engineering department frequently determines every detail of the job, depriving the individual of any chance to show initiatives or originality. Specialization has sharpened the dividing line between workers and management. A dozen staff agencies may be involved in making a simple decision, and the worker is at the very bottom. "Everybody gets consulted but me. I just carry out their orders"

OPPORTUNITY TO GET AHEAD

To make the industrial revolution possible, elaborate machinery was necessary and machinery required money. The modern workers have

far less chance to own his own business than did his great grandfather. Even after the average man's chance to become an independent industrialist had vanished, the avenue of promotion within a company remained wide open for many years. Fifty years ago an able and ambitious man might conceivably work himself up from sweeper to President. Today, as our technology and business life became increasingly complicated, opportunities for non-college men became increasingly limited. Sociologists call this phenomenon-blocked mobility. A man has chance to get ahead through hard work, but unless he is educated it is a much more arduous task than it used to be in earlier days.

Modern industry is subject to constant change. The very fact of change creates two types of problems:

Less can leave to routine; careful planning; deliberate orders and elaborate communication are essential. There is correspondingly greater need for rules and regulations.

People often resist change, particularly when it is imposed them. Consequently, the problem of motivating people to work together has grown more complex.

In brief, the industrial revolution has done wonders to make life easier for all of us, but at a serious cost in terms of the rewards and enjoyments that individual derive from their jobs.

JOB SATISFACTION

It is very essential for any person to have a satisfying work. It may divide into two parts:

What does satisfying work do to the individual?

What does it do to organizational efficiency and productivity?

WORK BEING VERY IMPORTANT

The mature human beings require high levels of egoistic and self-actualizing need-satisfaction from their jobs. The process of growing up involves accepting increasingly challenge and autonomy and becoming more independent. Those who do not have these opportunities ever reach psychological maturity. Since the average man spends nearly a third of his working hours on the job, if that job does not provide challenge and autonomy he may suffer real frustration, with results that are costly both to himself and to his organization. Thus, the fact that many individuals having boring, meaningless jobs may lead to severe social problems.

JOB SATISFACTION NOT BEING IMPORTANT

The opposing argument is that many people adjust easily to dull work. They center life away from the job, expect relatively few satisfactions from it, and so are not disappointed when it offers them little in the way of challenge or sense of creativity. Indeed, some suggest that many people would not want a high level of challenge and autonomy on the job even when it is available. Possibly such individuals are immature but their immaturity is due for more to family environment than to the job; they have learned to be dependent in childhood, and are unlikely to change their pattern in later life.

C. HISTORICAL OVERVIEW
WORK AND LEISURE

Perhaps the issues will seem less confused if we step back and examine them from both historical and cultural point of view. Our present

people felt little need to "get away" from work (and had less opportunity to do so). Today since work and play occupy separate spheres in our lives, we reel under pressure to decide which is more important.

AN EMPERICAL ASSESSMENT OF JOB SATISFACTION AND WORK INVOLVEMENT

There is a general belief that the employees who are satisfied with their job are likely to be more involved in their work than less job satisfied employees. This assumption presupposes that there is correlation between job satisfaction and work involvement.

The term job satisfaction refers to an employee's general attitude towards a job. A person with a high level of job satisfaction holds positive attitude towards his job. A person who is dissatisfied with his job holds negative attitude about the job and the organization.

Work involvement measures the degree to which a person identifies psychologically with his job and considers his perceived performance level important to his self worth. Employees with a high level of work involvement strongly identify with and really care about the kind of work they do on their job. To a work involved employee, work is very important part of his life and who is affected very much personally by his own job, on the other hand the non-work involved employees does his living off the job. Work is not important as a part of his psychological life, and hence, he will probably be indifferent to organizational needs.

One of the goals of the most effective organization is likely to identify, influence and enhances the level of job satisfaction and work involvement of their employees. In recent years, much top management throughout the world have made spirited efforts to redesign job in order

24

to create more involvement in work and provide higher job satisfaction. This is apparently based on the belief that

(1)   Satisfied employees have better health and live longer, and
       Satisfaction on job carries over to the employee's life outside the job. For any management a satisfied and work involved work force is an asset as it translates into higher morale and increased productivity.

       Earlier researches have focused attention on organizational factors that lead to higher job satisfaction and work involvement. It is generally expected that those in the managerial cadre will have higher job satisfaction and increased work involvement in comparison to employees in lower hierarchical level. In view of this belief that employees with higher responsibility and authority occupying higher organizational position and status will relatively derive higher job satisfaction and be more work involved.

       The old adage that "the happy worker is a productive worker" was believed to be true for many years. Now, however, the reverse of that is accepted as the truth. Productive worker is happy worker. Job satisfaction is not easily defined. It seems to be interpreted differently by different people.

       While systematic attempts to study the nature and causes of job satisfaction as such did not begin until the 1930's, the important role played by a worker's attitudes" in determining his actions in the job situation was recognized long before. Taylor, for example, said of scientific management in 1912[1]:

---

[1] *Source 1.   Handbook of Industrial and Organizational Psychology Morrin D. Dunnetle; Editor (1976), Rand Monally College Publishing Co., Chicago. Page 1298*

"It is not a new scheme of paying men …….. it is not time study …..
it is not motion study ….. in its essence, scientific management
involves a complete mental revolution on the part of the working man
engaged in any particular establishment or industry ….. and it
involves the equally complete mental revolution on the part of those
on the management side ….. "The great revolution that takes place in
the mental attitude of the two parties under scientific management
involves a complete mental revolution on the part of the working man
engaged in any particular establishment or industry ….. and it
involves the equally complete mental revolution on the part of those
on the management side"…… "The great revolution that takes place
in the mental attitude of the two parties under scientific management
is that both sides take their eye off the division of the surplus as the
all important matter, and together turn their attention towards
increasing the size of the surplus until this surplus becomes so large
that it is unnecessary to quarrel over how it shall be divided".

By "attitude", Taylor meant much more than just feelings; he meant
the workers' philosophy concerning co-operation with management
and their view of their own self-interest. He implicitly assumed that a
worker who accepted the scientific management philosophy and who
received the higher possible earnings with the least amount of fatigue
would be satisfied and productive.

The problem of fatigue reduction that had been a primary concern of
both Taylor and Gilbrethes continued to be investigated during World
War I and into the 1930s. The Industrial health and Fatigue Research
Boards in Great Britain carried out extensive investigations of the
effects of hours of work and rest pauses on fatigue and performance.
Other researches in Great Britain, Germany and United States made

extensive studies of the effects of such environmental factors as illumination, ventilation, and noise on fatigue.

The British researchers were also responsible for some of the earliest studies of industrial boredom and monotony. Among the organizational antidotes to boredom suggested by the British investigators were: piece rate incentives; smaller lot or batch sizes; rest pauses; increased work variety (horizontal enlargement); and social interaction. The relationship between individual traits such as intelligence and boredom was also investigated.

It is ironic, in view of later developments, that Elton Mayo's first inquiry "into the problem of industrial dissatisfaction involved a textile mill in which excessive fatigue due to lack of adequate rest pauses appeared to be the central problem.

The interpretations of the Hawthorne studies assessed the role of the informal work group and supervisory practices in shaping employee attitudes and performance. Consequently, the role of economic incentives was downgraded because workers were more interested in social relationships than money and was too irrational or unintelligent to make meaningful economic calculations (Roethlisberger and Didkson).

Two years after Mayo's preliminary report on the Hawthorne studies appeared, Hoppock published the first intensive study on job satisfaction. He used samples that included most employed adults in 1 small town and 500 schoolteachers from several dozen communities. Hoppock's orientation was not toward any particular management philosophy; rather his results and interpretations emphasized the multiplicity of factors that could affect job satisfactions, including

those factors that had been studied previously (fatigue, monotony, working conditions, supervision, and those which were only to be emphasized later (achievement).

The Hawthorne studies rather than Hoppock's were to shape the trend of research for the next two decades, however, the outgrowth of this work, along with the studies of leadership stimulated by the needs of the armed forces in World War II, was the "Human Relations" movement. This view stressed the central importance of the supervisor and the work group in determining employee satisfaction and productivity. Leaders of this movement in the postwar years were industrial sociologists such as Homans and Whyte and psychologists such as Fleishman, Halpin and Winer, Likert and Marrow. The later two being the Foremost advocates of participatory management.

The Human Relations movement may have reached the peak of its influence in the late 1950's or perhaps early 1960's. The publications of Herzberg, Mausner, and Snyderman's monograph in 1959 signaled the beginning of a new trend, which was to refocus attention on the work itself, a factor which had been ignored or de-emphasized by nearly everyone except the industrial health research board. The emphasis this time, however, was on vertical rather than horizontal Job Enlargement. The new emphasis suggested that allowing individuals enough responsibility and discretion to enable them to grow mentally could only provide real satisfaction with the job. The method of improving employee morale and performance through redesign of the work itself has gained rapidly in popularity in the last decade with two major reports appearing in the last few years.

In retrospect, three major schools of thought or historical trends can be identified concerning the factors believed to be most conductive to

employee job satisfaction. The physical economic school emphasized the role of the physical arrangement of the work, physical working condition and pay. Its major proponents were Taylor and the British Industrial Health Research Board and most American researchers of the 1920's. The Social (or Human Relations) school, beginning in the 1930's emphasized the role of good supervision, cohesive work groups, and friendly employee management relations. Its proponents were the Hawthorne investigators, and sociologists that are more recently industrial and the Michigan and Ohio State leadership researchers. The contemporary work itself (or growth) school emphasized the attainment of satisfaction through growth in skill, efficiency, and responsibility made possible by mentally challenging work.

A large number of surveys conducted in India have studied job satisfaction to identify the factors that affect it. Several studies have tried to determine the relative importance of the various factors in job satisfaction and the characteristics of the satisfied worker. The findings of these studies are, however, far from conclusive, Singa and Nair, for example, in their study of job satisfaction in factory workers have attempted to examine satisfaction with work as related to (1) certain types of worker behavior like production, attendance and adjustment, and (2) various background factors like age, skill, martial status, and the like. Others like Akhtar and Pestonjee, Chakraborty, Chandra, Ganguli, Lambert, Nataraj and Hafuz, Rohila, Singa and Sarma have similarly studied job satisfaction as related to other factors. Others like Lahiri, Mukerjee, Sequeria, Singa and Singh and Wherry have attempted to examine the relative importance of factors important in job satisfaction by asking a sample of workers to rank the given list of contributing factors.

Chatterjee has also studied personality factors and job satisfaction among teachers, among shoe factory workers by Guha and among clerks by Prasad. Prasad and Guha for example, have studied the extent to which extroversion and introversion are related to job satisfaction.

Although a wide range of topics have been studied, not all of them have received equal attention. In general, most of the researchers have focused their attention on job satisfaction of industrial workers. A very negligible number of researchers have, studied the job satisfaction of white-collar workers, supervisors and managers. Much remains to be done to study the relationship between job satisfaction and such phenomenon as productivity, absenteeism, morale, etc. Another area worth looking into is the effect of supervision and of organizational climates on organizational behaviors.

D. THE CONCEPT OF JOB SATISFACTION

The definition of the concept of job satisfaction must begin with an identification of its epistemological roots. Since satisfaction is an emotional response the meaning of the concept can only be discovered and grasped by a process of introspection, that is, an act of conceptual identification directed to one's mental contents and processes. Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

The concept of job satisfaction is related to but distinguishable from the concepts of morale and job involvement. Both morale and satisfaction refer to positive emotional states that may be experienced by employees.[2]

---

[2] *Source   2.   Indira Gandhi National Open University School of Management Studies pamphlet, MS New Delhi, Page 37.*

Vitals cites the following definition of moral "Morale is an attitude of satisfaction with, desire to continue in, and willingness to strive for the goals of a particular group or organization." Two differences in emphasis from the concept of satisfaction stand out here; first, morale is future oriented; ands second, morale often has a groups purpose and the belief that group goals can be attained and are compatible with individual goals, while satisfaction typically refer to the appraisal made by a single individual of his job situation.

Blum and Naylor define Morale as "the feeling on the part of individual of being accepted and belongingness by the group of workers through adherence to goals and confidence in the desirability of goals". Parker and Kleemier define morale as" Possession of individual attitude by the employees, which make them, put the achievement of group goal ahead of the achievement of personal goals. Keith Davis considers morale as "the attitude of individuals and groups towards their work environment and towards voluntary co-operation fully of their ability in the best interest of the organization. Dale S. Beach dwells, on morale saying, "The total satisfaction a person derives from his environment. It is also affected by his personality structure. Morale pertains to general feeling of well being satisfaction and happiness of people". Put simply, morale is a group concept. Morale is the summation of feeling of employees as a group towards various aspects of their work, job, the company, working conditions, fellow workers, supervisors and so on. If the attitude of employee s towards all these aspects is more positive than negative the morale of the group can be said of to be high, otherwise it is low Studies in India show that high morale among workers may not be an indication of high productivity. High morale of union members may enable them to continue strike and fight out the issue.

Definition of morale is many. Gulon has collected a number of different definitions of morale from various sources :-

(a)   Morale defined as absence of conflict.

(b)   Morale defined as feeling of good personal adjustment.

Morale defined as a collection of job related studies.

Morale defined as an individual's acceptance of the goals of the group.

Examining each of these in turn, Gulon finds that each by it to be less than satisfactory and proposes what he feels to be more general definition, which includes the best aspect of all force. He defines morale as "The extent to which an individual's needs are satisfied and the extent to which individual perceives that satisfaction stemming from his total job satisfaction". Gulon also proposes five different attributes which he feels are essential for an adequate concept of morale. They are: -

It must recognize the dynamic complexity of morale.

It must treat morale as an attribute of the individual.

It must recognize that morale exists with reference to the job situation.

It must recognize the role of motivation in morale.

It must be applicable to employees at any job level.

Further review of the definitions of morale, show that they define it in terms of what it is, what it does, where it resides, whom it affects, and what it effects (Michael Jucius).

(a) What it is   An attitude of mind, an sprite-corps, a well being, and an emotional force.

(b) What it does affects output, quality, costs, co-operation, discipline, enthusiasm initiative and other aspects of success.

(c) Where it resides   in the mind, attitudes, and emotion of individuals themselves and in their group reactions.

(d) Whom it affects   immediately employees and employers in their interactions and ultimately the customers and the community.

(e) What it affects   Willingness to work and to co-operate in the best interests of the enterprise and in turn in the individuals themselves.

Morale and job satisfaction are closely tied to the basic concepts of attitudes and motivation. Indeed, some writers fail to distinguish between certain of these variables with the result that there is some variety in usage. In the light of possible discrepancies, it may be of value first to note the more common usages of the terms. An attitude is a predisposition to respond positively or negatively to a certain set of facts. A job attitude would be, therefore, a tendency to respond to certain aspects of the job. The direction and extent of attitudes on the work role or job elements themselves would be measured.

Job satisfaction is based on job attitudes but is somewhat broader in that job satisfaction relates to how the job fits into the total picture of the person's functioning. Satisfactions outside the job are not included except as they contribute to the person's perception of how the work role fits with his/her expectations, these of others, and the value that have been built up through the incorporation of cultural patterns. A machinist, for instance may be, quite positively disposed to the material aspects of his work; if he comes from a milieu, where the job of mechanist carries with it the imprint of a menial occupation, the impact of this on him contributes heavily to job satisfaction. the converse, job dissatisfaction, is more likely in a family where becoming a machinist is a prized goal, the resulting picture of job satisfaction is likely to be

different. Satisfaction has been considered by many to be a matter of needs, feelings or expectations.

Morale is a group concept. It is the summation of the attitudes of the individuals making up the group. One may speak of high moral where the members generally have positive attitudes within the context of the group task, while a reference to greater presence of negative attitudes indicate low morale. Viteles has added a more dynamic factor to this by defining morale as "willingness to strive for the goals of a particular group". With or without this aspect it is clear that it is incorrect to speak, as some do of individual morale. Morale is spirited-corps, or the attitudes of the collective body.

Some investigators use the term morale synonymously with job satisfaction, and doing so has some empirical justification. There is evidence from morale studies that the components of both job satisfaction and morale are the same so that the distinction remains primarily definitional. Morale refers to a group, particularly when common goals are stressed, while job satisfaction is the individual picture of activity.

In addition, according to Philip B. Appliwhite the distinction in morale and job satisfaction is one of definition although the components of the two are the same. He uses the term satisfaction applying to individuals and morale applying to groups. Morale is the extent to which an individual's needs are satisfied and to which he perceives that satisfaction as coming from his total job situation. Thus, morale is an attribute of the individual. (Robert M. Gula).

Morale is the index of the extent to which the individual perceives a probability of satisfying his own motives through cooperation with group (Ross Staynes). In the business world, morale is defined in terms

of employee's basic feelings in relation to his job (Carl E. Gregory). Mayo observed that the feeling of belonging is more important in determining a workers morale and productivity than the physical conditions under which he works. Morale is the extent to which personnel are satisfied with their jobs, with their colleagues and supervisors, with the organization they belong.

According to Carl E. Gregory, the rise or fall of our feelings in a situation depends upon more than just environmental factors and emotions. Our past experiences influence us and people react different to so as to even identical situations. Each worker has his unique pattern of emotional responses in dealing with co-workers, supervision and management. Not only that but they also respond in their own individual way to his/her physical environment the sensory experiences of color, sound, smell, temperature. Many feelings make for our Psychological state at any particular moment and are really only manifestations of one primary emotion, namely the extent to which we are conscious of the presence or absence of the feeling of well being we try to keep a balance between Psychological and Physiological process when this physical-psycho balances id disturbed, we feel bad.

Important components and determinants of morale are:
A feeling of togetherness.
Need for a clear goal or objective to be achieved.
Expectation of success towards the attainment of the goal.
Feeling of each member within the group that he has a meaningful task to perform for achieving the goal and that he also matters whatever may be the job assigned to him, and

Supportive and simulative leadership.
All these determinants of morale are equivalent to that of job satisfaction that is used for individual and morale for groups. In a

sense, it is their collective attitude towards their work, toward management, and toward the whole composite of conditions, that defines their relationship to the organization. More than that, it has components that may have nothing whatever to do with the work situation. Common factors in the employees have environment, socio-economic pressures, ethnic group striving and other similar variables all have their effect on the job-related attitudes of the individual worker and in total upon the morale of the 'organization. Because of its inconclusiveness, the concept of morale, while remaining a convenient term for dinner table and boardroom discussion, has been replaced in the management research literature by the somewhat narrower concept of job satisfaction. This term is restricted to expressed opinions concerning the job, the organization, and other variables solely related to the job context.

Job satisfaction must also be distinguished from job involvement. According to Random House Dictionary of the English Language to involve means, "to preoccupy or absorb fully". A person who is involved in his job is one who takes it seriously for whom important values are at stake in the job, whose moods and feelings are significantly affected by his job experiences and who is mentally preoccupied with his job. This, a person who is involved in his job should be more likely to feel extremely satisfied or extremely dissatisfied with it (depending upon his degree of success), while an uninvolved person would have less extreme emotional reactions to the same or analogous job experiences.

Job satisfaction is the favorableness or unfavourableness with which employees view their work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job satisfaction may refer to either a person or a group. An

administrator can say either "A has high job satisfaction" or "Department has high job satisfaction". In addition, job satisfaction can apply to parts of an individual's job. For example, although A is general job satisfaction may be high, hemay be dissatisfied with his vacation plan. In the same way that health is important because it represents general physical conditions, job satisfaction is important because it represents general human conditions. It requires attention, diagnosis and treatment, just as health does.

Job satisfaction is part of life satisfaction. The nature of one's environment off the job does affect one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general satisfaction. The result is that satisfaction arises from a complex set of circumstances in the same way that motivation does. There are few easy paths to better job satisfaction or to better motivation.

Job satisfaction is dynamic. Managers cannot establish high job satisfaction once and then forget about it for several years. It can go as quickly as it came usually more quickly so it has to be maintained week after week, month after month, year after year.

In a study, a pair of researchers in 1972[3], defined job satisfaction as the "Pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". In contrast, job dissatisfaction was defined as "the unpleasurable emotional state resulting from the appraisal of one's job as frustrating

---

[3] *Source 3. Human Behaviour in the work Environment – A managerial perspective by G. James Francis and G. Millet Jr.,1980 Good Year Publishing Co.,*

or blocking the attainment of one's job value or as entailing disvalues". Both satisfaction and dissatisfaction were seen as" a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing.

Generally, job satisfaction is the result of the individual's perception of what is expected and what is received from different facets of the work situation? The closer the expectation is to what is actually received, the greater the job satisfaction. Job satisfaction sometimes refers to an overall feeling of satisfaction or satisfaction with the situation-as-a-whole (global satisfaction). At other times, job satisfaction refers to a person's feelings towards specific dimensions of the work environment refer to such things as pay, benefits, promotional opportunities, working conditions, supervision, the work itself, co-workers and the organizational structure. It is quite possible to be satisfied with some dimensions and dissatisfied with others. Global satisfaction, then really amounts to a feeling toward all of these various facets of the work environment. If a person feels good about his or her job in a global sense, that individual probably does have job satisfaction. But when only a cumulative attitude such as this is known, it is difficult for people to influence and improve it. For practicing managers concerned with improvement of work environment, it is more helpful to obtain worker feelings about facets satisfactions than about global satisfaction. Managers can take more direct action in eliminating pockets of dissatisfaction when they know what facets are causing or contributing low global dissatisfaction.

George Strauss and Leanard R. Sayles question when is a job satisfying? At one time social scientist thought the answer was obvious, "a job was satisfying when there was a match between the characteristics of the job and the needs of the individual". Recent research suggests the determinants of satisfaction are more complicated

than this. To be sure, people and their jobs are the basic elements involved, but it is clear that there are numerous variables between people and their job that help determine whether the relationship is satisfying. Whether I am satisfied on my job depends on expectations, self-evaluation, social norms, social companions, input-output relations and commitments. Formally stated, job satisfaction is the degree to which an individual feels positively or negatively about the various facets of the job, tasks, the work setting and relationships with co-workers.

CHAPTER - II
RESEARCH METHODOLOGY

a.) Objectives Of Research
b.) Research Design, Primary/Secondary
c.) Data Collection Method
d.) Sampling
e.) Limitation

CHAPTER – II
Research Methodology

This research work is basically exploratory in nature. The aim of this research work is to collect detail information about various variables that require consideration to formulate Job Satisfaction at work in B.P.C.L. (Bharat Pumps & Compressors Ltd.) and T.S.L. (Triveni Structurals Ltd.), Naini Allahabad.

The Research Methodology has been adopted under the following heads:-

A. OBJECTIVES OF RESEARCH :-

The Research work has been undertaken keeping in mind the following objectives :

(1) The Primary objective is to measure the level of Job Satisfaction of employees of B.P.C.L. (Bharat Pumps & Compressors Ltd.) and T.S.L. (Triveni Structurals Ltd.), Naini Allahabad other secondary objectives are :

(2) To study the attitudes of the employees towards the various Policies of B.P.C.L. and T.S.L. like Promotion Policies, appraisal, compensation Policy and training and development policy.

(3) To study the relationship between job satisfaction and the following factors age, gender, length of service, educational qualification.

(4) To study the impact of family, friends, number of dependents, peers, sub-ordinates and super-ordinates on job satisfaction.

(5) To study the attitude of employees towards Physical and working conditions, workload, job security, skill variety, task

significance, task identify, autonomy, feedback computerization, equity etc.

(6)   To study the impact of job satisfaction on turnover, absenteeism etc.

B. <u>RESEARCH DESIGN, PRIMARY/SECONDARY</u> :-

The Research design in descriptive in nature, as it has been described the attitude of the employees of B.P.C.L. and T.S.L. towards various job related factors. As the study of job satisfaction involves relationship with various personal variable therefore descriptive research design is suitable.

C. <u>DATA COLLECTION METHOD</u> :-

The study is based on Primary and Secondary data collected from various official and non-officials sources. The data thus collected have been analyzed with the help of suitable tools. To substantiate the analysis, existing literature on the subject has been used. Surveys, observation, informal interviews, questionnaires has been used to drawn certain conclusions which have been analyzed and tabulated.

A schedule consisting of closed end, checklist, and rating scale questions and statement have been administered to the employees to gather data.

Primary data have been collected through, observation, questionnaires, and informal interviews.

Secondary data have been collected from published reports of B.P.C.L. and T.S.L., journals, magazines, newspapers, etc.

D. <u>SAMPLING</u> :-

In view of the diverse of the nature of B.P.C.L. and T.S.L., convenient sampling method is initially planned but possibility of using one of the

Probabilities sampling method has also been explored. Pilot sampling test has been conducted. A sample of eighty executives has been selected from B.P.C.L. and T.S.L. (forty from each industry) to which the interview schedules were administered.

The samples were 40 employees from different service groups as under –

(i)   Up to ten years service.

(ii)   10 to 15 years service.

(iii)   15 to 20 years service.

(iv)   over 20 years service.

In B.P.C.L. and T.S.L., five employees each in service group mentioned above responded to the questionnaire for the study.

Statistical tools have been used to measure the attitude of the employees towards different policies of the industry and other variable that affect job satisfaction. Percentage have also be used to study the relationship between job satisfaction and various factors.

E. <u>LIMITATIONS</u> :-

There are certain limitations in every work in the present study there are also some limitations, which are as follows :-

1. Study is based on Partially in Primary data and mostly in secondary data.

2. Some of the conclusions are based on estimates, assumptions, observations and informal interviews.

3. Sample size remained very small.

4. There is also possibility that some respondents might not take it seriously.

CHAPTER – III
THEORIES OF JOB SATISFACTION

a.) Casual Models of Job Satisfaction

b.) Major Content Theories of Job Satisfaction

c.) Maslow's Need Hierarchy Theory

d.) Herzberz's Motivator Hygiene Theory

e.) Relationship Between Maslow's Hierarchy Of Need Theory and Herzberz's Two Factory Theory.

f.) Valence Satisfactions Theory

g.) Discrepancy Theory

h.) Equity –Inequity Theory

i.) Satisfaction and Performance

CHAPTER – III
THEORIES OF JOB SATISFACTION

A. <u>CASUAL MODELS OF JOB SATISFACTION</u>

A job is not an entity but a complex inter-relationship of tasks, roles, responsibilities, inter-actions, incentives and rewards. The typical job dimensions that have been studied by previous investigators include the following :-

Work:

including intrinsic interest, variety, opportunity for learning, difficulty, amount, chances for success, control over pace etc.

Pay:

including amount, fairness or equity, method of payment etc.

Promote ions:

including opportunities for fairness of basis for etc.

Recognition:

including praise for accomplishment, credit for work done, criticism, etc.

Benefits:

such as pension, medical, annual leave, paid vacations, etc.

Working conditions: such as hours of work rest pauses, equipment, temperature, ventilation, humidity, location, physical layout, etc.

Supervision:

including supervisory style and influence, technical, human relations, and administrative skill, etc.

Co-workers:

including competence, helpfulness, friendliness, etc.

Company and Management:

including concern for the employees as well, as pay and benefit policies.

The above classification mixes two different leaves of analysis, namely, events or conditions (the first six elements in the above list) and Agents (the last three elements in the above list).

Two advantages of even agent distinction are that it allows and encourages the study of casual attribution, an important new area of research in personality theory (Weiner, Frieze, Kokla, Reed, Rest and Rosenbaum)[1] and it suggest a method of determining the reasons for employees attitude towards various job agents such as supervisors (e.g., determining the events and conditions which they are perceived as causing or bringing about).

Casual Models of job satisfaction attempt to specify the types or classes of variables (needs, values, expectancies, perceptions etc.) considered casually relevant, as well as how these variables combine to determine overall job satisfaction. Such models which Compbell, Dunnetle, Laurler and Weick calcall process theories, are to be distinguished from content theories which attempt to identify the specific needs or values most conducive to job satisfaction.

Some theorists e.g., Mcleland, Lowell and Atkinson have argued that an individual's affective reactions depend upon the discrepancy between

---

1. *The Nature and Causes of Job Satisfaction by Edwin A Locke, handbook of Industrial and rganizational Psychology Ed. Morrin D. Dunnetle, 1976, page 130*

what his environment offers or what he admits and what he has adapted to or expects.

It is possible that expectancy as such could influence one's emotional reactions indirectly, however, when a person expects a pleasant event to occur, he often begins to anticipate the actual rest and the pleasure it will bring, for example, by crystallizing or contemplating its consequences or by telling other about it. If the event then comes about, it may be more disvalued than if it had not been expected in the first, place, perhaps due to the frightened contrast between the anticipated success and the failure, which results. On the other hand, a person who expects failure in attaining some value may have to erect defenses against it or to activate coping mechanism that will lesson the disappointments.

Needs are objective requirements of an organization survival and well being. They exist whether the organization has knowledge of them or not. A number of theorists have argued that it is the degree to which the job fulfils or allows the fulfillment of the individual's needs that determine his degree of job satisfaction.

The concept of need arises from the fact that the existence of living organism is conditional; life depends upon a specific course of goal directed action. With respect to man, two interrelated categories of needs can be distinguished:

Physical needs:

the requirement of a healthy, properly functioning body (e.g. food, water, air, rest);

Psychological needs:

the requirement of a healthy, properly functioning consciousness (e.g. sensory stimulation, self esteem, pleasure). The reason that man has psychological as well as physical needs is that his mind (his cognitive capacity, his conceptual faculty) is his means of survival.

Values

A value is that which one acts to gain and/or keep. One regards that as conductive to one's welfare. A value is what a person consciously or subconsciously desires, wants, or seeks to attain. Values acquired; values determine a man's actual choices and emotional reactions.

All values have two attributes; content, or what is wanted or valued; and intensity, or how much it is wanted or valued. Individual values, ranked as to importance, would represent his value hierarchy.

B. MAJOR CONTENT THEORIES OF JOB SATISFACTION

Adams[2] (1965) extended the equity concept of discrepancy to accommodate social comparison to reward systems, as in the case of discrepancy theory, satisfaction is a function of a person's input-output balance. Satisfaction results from perceived equity , while dissatisfaction results from perceived inequity. However, Adam's theory of equity-inequity emphasizes it with the Perceived input-output ratios of his co-workers. If he perceives his input-output ratio is compatible with other's input-put ratios, he will be satisfied with the reward he receives. If he perceives his ratio is larger than others, he will perceive himself over-rewarded and may feel guilty. If he perceives himself under rewarded in comparison with others he will be dissatisfied.

The presence of perceived inequity (over or under rewarded) creates tension, which motivates people to reduce by changing their input-output balance. Though they may tolerate inequity for a period, they will eventually re-establish equity. Generally, people who feel over-rewarded may try to increase their productivity or improve the quality of their work if they are able to do so. If they are not able to alter their input levels, they may select a new set of referent persons for comparison, or even attempt to lower their rewards by producing less under incentive systems. On the other hand, people who feel under-rewarded attempt to increase their rewards (out puts) by increasing the number of products under incentive systems or may attempt to reduce the quality as well as quantity of their work under non-incentive systems. When people are not able to alter the input-output balance by actually changing their

2. *"Advances in Experimental Social Psychology"* By J.S. Adams Vol. 2, New York, Academic Press.   Pages 267 to 299.

productivity and/or the quality of their work they may attempt to change the balance by cognitively distorting their perceived input-output ratios. For example, the feeling of being under paid can be reduced by increasing intrinsic job satisfaction an employee may insist that his pay is lower than others but he does not mind because he likes his job. Another way of reducing perceived inequity is to use one's socio-economic, educational and racial backgrounds to modify his and/or other's input-output ratios.

EXPECTANCY THEORY

Currently, one of the most widely accepted explanations of motivation is Victor Vroom's **expectancy theory**. Although it has its critics, most of the research evidence is supportive of the theory. Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. In more practical terms, expectancy theory says that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employee's personal goals. The theory, therefore, focuses on three relationships given as :

EXPECTANCY THEORY

| Individual effort | | Individual effort | | Individual effort | | Individual effort |

Because of the financial crisis in Russia, many firms do not have money to pay their employees. Instead of receiving a salary, employees get paid in goods the factories produce. Velta Company, a bicycle maker in Russia, gives workers one bicycle a month instead of a paycheck. Workers then have to sell their bike for cash or barter it for food. Some workers deal with the inequity of not getting a salary by using a different referent. "We are luckier than people over at the chemical plant," says one Velta employee. "At least our factory gives us something we can sell."

Distributive justice

Perceived fairness of the amount and allocation of rewards among individuals.

Procedural justice

The perceived fairness of the process used to determine the distribution of rewards.

Expectancy theory

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

Effort-performance relationship. The probability perceived by the individual that exerting a given amount of effort would lead to performance.

Performance-reward relationship. The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired.

Rewards-personal goal relationship. The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

Expectancy theory helps explain why many workers are not motivated on their jobs and merely does the minimum necessary to get by. This is evident when we look at the theory's three relationships in a little more detail. We present them as questions employees need to answer in the affirmative if their motivation is to be maximized.

First, if I give a maximum effort, will it be recognized in my performance appraisal? For many employees, the answer is No. Why? Their skill levels may be deficient, which means that no matter how hard they try, they are not likely to be high performers. The organization's performance appraisal system may be designed to assess nonperformance factors such as loyalty, initiative, or courage, which means more effort will not necessarily result in a higher evaluation. Still another possibility is that the employee, rightly or wrongly, perceives that her boss does not like her. As a result, she expects to get a poor appraisal regardless of her level of effort. These examples suggest that one possible source of low employee motivation is the belief, by the employee, that no matter how hard she works, the likelihood of getting a good performance appraisal is low.

Second, if I get a good performance appraisal, will it lead to organizational rewards? Many employees see the performance-reward relationship in their job as weak. The reason, as we elaborate upon in the next chapter, is that organizations reward a lot of things besides performance. For example, when pay is allocated to employees based on factors such as seniority, being cooperative, or for 'kissing up" to the

boss employees are likely to see the performance-reward relationship as being weak and demotivating.

Finally, if I am rewarded, are the rewards ones that I find personally attractive? The employee works hard in hope of getting a promotion but gets a pay raise instead. Or the employee wants a more interesting and challenging job but receives only a few words of praise. Or the employee puts in extra effort to be relocated to the company's Paris office but instead is transferred to Singapore. These examples illustrate the importance of the rewards being tailored to individual employee needs. Unfortunately, many managers are limited in the rewards they can distribute, which make it difficult to individualize rewards. Moreover, some managers incorrectly assume that all employees want the same thing, thus overlooking the motivational effects of differentiating rewards. In either case, employee motivation is sub maximized.

In summary the key to expectancy theory is the understanding of an individual's goals and the linkage between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction. As a contingency model, expectancy theory recognizes that there is no universal principle for explaining everyone's motivations. Additionally, just because we understand what needs a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs.)

Does expectancy theory work? Attempts to validate the theory have been complicated by methodological, criterion and measurement problems. As a result, many published studies that purport to support or negate the theory must be viewed with caution. Importantly, most studies have failed to replicate the methodology as it was originally proposed. For

example, the theory proposes to explain different levels of effort from the same person under different circumstances, but almost all replication studies have looked at different people. Correcting for this flaw has greatly improved support for the validity of expectancy theory. Some critics suggest that the theory has only limited use, arguing that it tends to be a more valid predictor in situations in which effort-performance and performance-reward linkages are clearly perceived by the individual. Since few individuals perceive a high correlation between performance and rewards in their jobs, the theory tends to be idealistic. If organizations actually rewarded individuals for performance rather than according to such criteria as seniority, effort, skill level, and job difficulty, then the theory's validity might be considerably greater. However, rather than invalidating expectancy theory this criticism can be used in support of the theory, for it explains why a significant segment of the workforce exerts low levels of effort in carrying out job responsibilities.

C. MASLOW'S NEED HIERARCHY THEORY

Maslow's theory asserts that man has five basic categories of needs; Physiological needs, including food, water, air, etc. Safety needs, including freedom from physical threats and harm as economic security; belongingness and social needs; esteem needs of two types; the need for mastery and achievement, and the need for the recognition and approval of other; and the need for self-actualization, which is defined as 'the tendency, to become actualized in what he is potentially' or "the desire to become more and more what one is to become, everything that one is capable of becoming".

MASLOW'S HIERARCHY OF NEEDS

- Self-actualization
- Esteem
- Social
- Safety
- Physiological
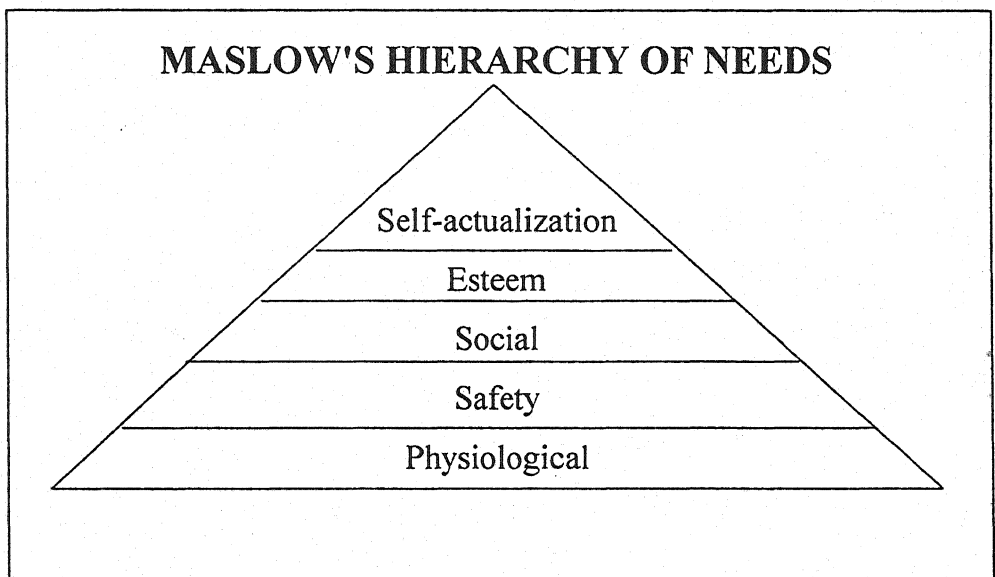
The theory argues further that these needs are arranged in a hierarchy of "prepotency" or dominance, the order from most to least proponent since given above. According to Maslow, the fewer proponents needs are neither desired nor sought until the more proponent needs are satisfied or fulfilled. Thus, for example, the need for safety will not motivate behavior or produce satisfaction when attained until the physiological needs are fulfilled. Similarly, the need of self-actualization will not become operative until all four of the more proponents needs

(physiological, safety, social or self-esteem) are fulfilled. Maslow does not claim that the more proponent needs have to be fully satisfied before the less proponent needs operates but rather that the more proponent ones will always be relatively more fulfilled than the less proponent ones. He also recognizes that there is individual exception to his theory, for example, people who would give up everything for the sake of achieving their ideal.

Maslow indicated that satisfied needs no longer serve as determinants of behavior; unsatisfied needs dominate instrumental behavior leading to satisfaction. Unsatisfied higher-order needs for essence, satisfaction of a need reduces its importance as a motivator, but it activates an unfulfilled need to motivate the person.

Cofer and Apply[3], Lawler and Suttle and Wahba and Bridwell have indicated that the deprivation-domination and satisfaction-activation prepositions are only relevant in the case of the deprivation of existence needs, agreeing with this observation, Maslow indicated that satisfaction of such higher-order needs as relation-oriented and growth-oriented needs strengthen their importance as motivators rather than reducing it. The implication of this revised theory is that satisfaction of lower-order needs leads to lower motivation. Nevertheless, satisfaction of higher-order needs leads to increased motivation. These types of need Satisfaction moderate the satisfaction-motivation relationship.

According to this theory, the level of job satisfaction can measured by the perceived amount of rewards a person has received from his work environment. People who are in need fulfilling job situation will be more

---

[3] *Motivational Theories and Practices by kee H. Chung Page 114.*

satisfied than those who are in less fulfilling job situations. The sum of gratification of various needs or satisfaction with various job facets constitutes the amount of total job satisfaction. While current satisfaction reduces motivational effort, anticipation of future satisfaction may increase it.

Logical Criticism

Lack of Proof of Needs: Maslow offers no proof that the list of needs which he proposes are, in fact, needs. While the existence of physiological needs is well established enough not to require any further proof, the same is not true of the remainder of the list. On what grounds –for example, does Maslow claim that man has a need for self-esteem? In addition, on what basis does he asserts that self-esteem is based on the approval of others. Some Psychotherapists would argue that basing one's self esteem on the opinion of the others is a sign of neurosis. It is also confusing when Maslow jumps together into a single need category such diverse characters as freedom from physical harm and economic security. Physical harm is directly life threatening, but economic security is not.

Unintelligibility

It is virtually impossible to find an intelligent definition of the concept of self-actualization in Maslow's writings. For example, to "become more and more what one is" is self-contradictory. To become "everything that one is capable of becoming" is impossible if taken literally, since every person is metaphysically capable of becoming an almost unlimited number of things. A person who tries to become self-actualized in this respect would probably become neurotic due to irresolvable conflicts among the thousands of choices open to him (e.g., with respect to

character, occupation, activities, friends, etc). As Maslow defines it, the term self-actualization has no coherent meaning and cannot be used to explain anything.

Maslow considers the distinction between needs and values as irrelevant since he believes that "most often, under good conditions, what (man) wants is what he needs" (what is good for him) in order to avoid sickness, that is, that there is a near perfect correspondence between needs and values. This is simply not true. While needs are innate and universal, one can observe that men differ enormously in what they value both within and between cultures; further more, the world is full of people where their values not only failed to bring them pleasure, but which were blatantly self-destructive and self-defeating.

Maslow also claims that needs can "disappear permanently". While values can disappear (i.e. be changed or replaced), needs cannot since they are part of organism's nature. Needs can only be fulfilled or frustrated.

Maslow also claims "The organism tells us what it needs (and, therefore, what is valued) by sickening when deprived of their values. This is precisely what the organism does not do. The experience of pain, discomfort, or suffering does serve as a signal to the organism that some need has been frustrated; but the experiences of suffering as such does not automatically endow an individual with knowledge as to what need has been frustrated. Nor does it tell him, once the need has been identified, how specifically to go about satisfying it. To cite an obvious example, thousands of children used to be or be crippled by Polio. The existence of this illness, however, did not tell Jonan Salk how to develop his vaccine, nor did it identify the nature of the organism causing Polio.

All of this had to be discovered by years of painstaking research, methodical experimentation, and excruciating mental effort (Carter, 1967). The nature of man's needs (both physical and mental) and how to satisfy them must be discovered by his mind. All men have a hierarchy of values, but this hierarchy differs with each man, and a given hierarchy may or may not correspond to the individual's actual needs.

Confusion Between Actions And Desires

Maslow is somewhat inconsistent about just what his theory is, a theory in which at one point he claims that it is a theory of action, that is, that more proponent needs will always be more fulfilled or satisfied than less proponent needs. Elsewhere, however, he claims that the theory postulates only felt desires to act and admits that these felt desires may not be expressed in action. These two views obviously have different implications for r predicting and explaining actions and attitudes, i.e., satisfied needs and the need hierarchy.

The basis for Maslow's hierarchy theory is the premise that "a satisfied need is not a motivator". While this, strictly speaking, may be true, it is also true that no human need is ever permanently satisfied as the result of a single act or series of actions. It is in the nature of needs that they must be repeatedly, continually and fulfilled if the organism is to survive. Furthermore, Maslow admits, "behavior tends to be determined by several or/all of the basic needs simultaneously rather than by only one of them". This would seem to contradict the idea of need satisfaction occurring in a fixed hierarchical order.

Research Findings

Blackler and Williams have aptly observed that, it has proved easy to interpret situation by Maslow's model, but rather more elusive to actually test it out. In practice, it has been common for researcher to cite findings (e.g. differences in "need satisfaction" between job levels) as being "consistent" with Maslow's theory, but rate for them to make direct tests of it using the longitudinal method. The two studies that have been done using such an approach have not shown strong support for it (Hall and Novgain) 1968; Lawler and Suttle, 1972).

Conclusion

Despite the intuitive "appeal of Maslow's need hierarchy theory", there is little firm support for its major thesis of a fixed hierarchy of needs that automatically govern action. It is not necessarily, what strongly dominates his thoughts and actions. Since values are acquired rather than innate, since men have the capacity to choose their values, and since men are not omniscient, such values may or may not be congruent with their needs. Furthermore, the individual's value hierarchy may put physical needs first or it may not. In case of a teen-ager who takes drugs, which he knows to be dangerous solely in order to "belong" to his peer group, the desire for acceptance (and the illusion of self-esteem) clearly overrides his desires for physical well being, any value can dominate action, including self-destructive values.

Alderfer's Erg Theory

Clayton Alderfer of Yale University has reworked Maslow's need hierarchy to align it more closely with the empirical research. His revised need hierarchy is labeled **ERG theory."**

Alderfer argues that there are three groups of core needs-existence, relatedness and growth-hence, the label: ERG theory. The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered physiological and safety needs. The second groups of needs are those of relatedness – the desire we have for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs – an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

Besides substituting three needs for five, how does Alderfer's ERG theory daffier from Maslow's? In contrast to the hierarchy of need theory, the ERG theory demonstrates that

(1) more than one need may be operative at the same time, and

(2) If the gratification of a higher level need is stifled, the desire to satisfy a lower level needs increases.

Maslow's need hierarchy follows a rigid, step like progression. ERG theory does not assume that there exists a rigid hierarchy in which a lower-order need must be substantially gratified before one can move on. A person can, for instance, be working on growth even though existence or relatedness needs are unsatisfied or all three need categories could be operating at the same time.

ERG theory also contains a frustration-regression dimension. Maslow, you will remember, argued that an individual would stay at a certain need level until that need was satisfied. ERG theory counters by noting

that when a higher-order need level is frustrated; the individual's desire to increase a lower-level need takes place. Inability to satisfy a need for social interaction, for instance, might increase the desire for more money or better working conditions. So frustration can lead to a regression to a lower need.

In summary, ERG theory argues, like Maslow, that satisfied lower-order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time, and frustration in attempting to satisfy a higher-level need can result in regression to a lower-level need.

ERG theory is more consistent with our knowledge of individual differences among people. Variables such as education, family background, and cultural environment can alter the importance or driving force that a group of needs holds for a particular individual. The evidence demonstrating that people in other cultures rank the need category differently- for instance, natives of Spain and Japan place social needs before their physiological requirements- would be consistent with ERG theory. Several studies have supported ERG theory, but there is also evidence that it does not work in some organizations. Overall, however, ERG theory represents a more valid version of the need hierarchy.

Mccelland's Theory Of Needs

There is one beanbag and five targets. Each one is progressively farther away and, hence, more difficult to hit. Target A is a cinch. It sits almost within arm's reach. If hit, then get $2. Target B is a bit farther out, but about 80 percent of the people who try can hit it. It pays $4, Target C pays $8, and about half the people who try can hit it. Very few people

can hit Target D, but the payoff is $16 if do. Finally, Target E pays $32, but it is almost impossible to achieve. Which target would you try for? If selected C, then likely to be a high achiever. Why? Read on.

David McClelland and his associates developed McClelland's theory of needs. The theory focuses on three needs: achievement, power, and affiliation. They are defined as follows:

Need for achievement :

The drive to excel to achieve in relation to a set of standards, to strive to succeed.

Need for power :

The need to make others behave in a way that they would not have behaved otherwise.

Need for affiliation:

the desire for friendly and close interpersonal relationship.

Some people have a compelling drive to succeed. They are striving for personal achievement rather than the rewards of success per se. They have a desire to do something better or more efficiently than it has been done before. This drive is the achievement need (*nAch*). From research into the achievement need, McClelland found that high achievers differentiate themselves from others by their desire to do things better. They seek situations in which they can attain personal responsibility for finding solutions to problems, in which they can receive rapid feedback on their performance so they can tell easily whether they are improving or not, and in which they can set moderately challenging goals. High achievers are not gamblers; they dislike succeeding by chance. They prefer the challenge of working at a problem and accepting the personal

responsibility for success or failure rather than leaving the outcome to chance or the actions of others. Importantly, they avoid what they perceive to be very easy or very difficult tasks. They want to overcome obstacles, but they want to feel that their success (or failure) is due to their own actions. This means they like tasks of intermediate difficulty.

High achievers perform best when they perceive their probability of success as being 0.5, that is, where they estimate that they have a 50-50 chance of success. They dislike gambling with high odds because they get no achievement satisfaction from happenstance success. Similarly, they dislike low odds (high probability of success) because then because then there is no challenge to their skills. They like to set goals that require stretching themselves a little. The need for power (nPow) is the desire to have impact, to be influential, and to control others. Individuals high in nPow enjoy being "In charge", strive for influence over others, prefer to be placed into competitive and status-oriented situations, and tend to be more concerned with prestige and gaining influence over others than with effective performance.

The third need isolated by McClelland is affiliation. This need has received the least attention from researchers. Affiliation can be likened to Dale Carnegie's goals-the desire to be liked and accepted by others. Individuals with a high affiliation motive strive for friendship, prefer cooperative situations rather than competitive ones, and desire relationships involving a high degree of mutual understanding.

How do you find out if someone is, for instance, a high achiever? There are questionnaires that tap this motive, but most research uses a projective test in which subjects respond to pictures. Each picture is briefly shown to the subject and then he or she writes a story based on

the picture. As an example, the picture may show a male sitting at a desk in a pensive position, looking at a photograph of a woman and two children that sit at the corner of the desk. The subject will then be asked to write a story describing what is going on, what preceded this situation, what will happen in the future, and the like. The stories become, in effect, projective tests that measure unconscious motives. Each story is scored and a subject's rating on each of the three motives is obtained.

Relying on an extensive amount is research, some reasonably well-supported predictions can be made based on the relationship between achievement need and job performance. Although less research has been done on power and affiliation needs, there are consistent findings here, too.

First, as shown under (individuals with a high need to achieve prefer job situations with personal responsibility, feedback, and an intermediate degree of risk. When these characteristics are prevalent, high achievers will be strongly motivated. The evidence consistently demonstrates, for instance, that high achievers are successful in entrepreneurial activities such as running their own business and managing a self-contained unit within a large organization.

MATCHING ACHIEVERS

Achievers prefer jobs that offer → Personal Responsibility

→ Feedback

→ Moderate Risks
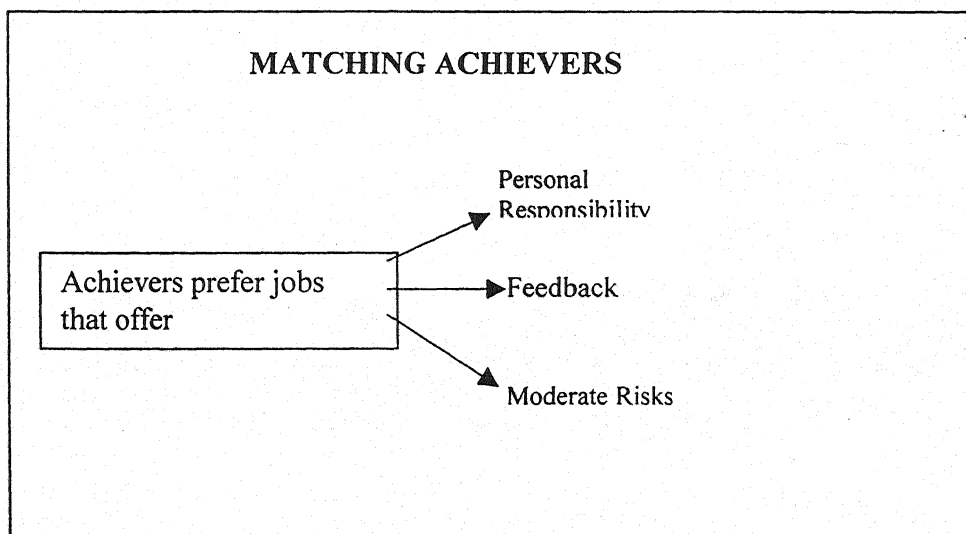
Second, a high need to achieve dopes not necessarily lead to being a good manager, especially in large organizations. People with a high achievement need are interested in how well they do personally and not in influencing others to do well. High-nAch salespeople do not necessarily make good sales managers, and the good general manager in a large organization does not typically have a high need to achieve.

Third, the needs for affiliation and power tend to be closely related to managerial success. The best managers are high in their need for power and low in their need for affiliation. In fact, a high power motive may be a requirement for managerial effectiveness. Of course, what the cause is and what the effect is are arguable. It has been suggested that a high power need may occur simply as a function of one's level in a hierarchical organization. The latter argument proposes that the higher the level an individual rises to in the organization, the greater is the incumbent's power motive. As a result, powerful positions would be the stimulus to a high power motive.

Finally, employees have been successfully trained to stimulate their achievement need. Trainers have been effective in teaching individuals to think in terms of accomplishments, winning, and success, and then helping them to learn how to act in a high achievement way by preferring situations in which they have personal responsibility, feedback, and moderate risks. Therefore, if the job calls for a high achiever, management can select a person with a high nAch or develop its own candidate through achievement training.

Two-Factor Theory

No theory has generated as much research and controversy as Herzberg's tow-factor theory. Herzberg, Mausner and Snyderman (1959) originally dealt with job satisfaction among engineers and accountants. They did individual interviews, asking subjects to describe when they felt very good or bad about their jobs. The worker described incidents that led to feelings of satisfaction and dissatisfaction. The interviews were content analyzed for common themes or ideas in the responses. This was done to determine (1) what kinds of things were mentioned when people described the times they were very satisfied (2) what kinds of things were mentioned when people described times they were very dissatisfied and (3) whether what was described in the two circumstances wad different.

Result showed that certain factors were associated with high satisfaction, others with dissatisfaction. The authors found that descriptions of good times included such things as achievement, recognition, advancement, and responsibility. All relate to the content of a job, so they were called content factors. Descriptions of bad times were characterized by factors dealing with company policy, supervision, salary, and working conditions. These factors all relate to he context of a person's job, and were therefore labeled context factors.

Herzberg proposed two classes of work variables:

(1) satisfiers-content factors that result in satisfaction, and

(2) dissatisfies- context factors producing dissatisfaction. Because the theory proposed two general classes of work factors, satisfiers and dissatisfies, the theory has come to be known as Herzberg's two-

factor theory. Herzberg then went on to propose what is perhaps the most controversial aspect of his theory. He said that when a job provides a lot of content factors, i.e., a sense of recognition, achievement, etc., he employee will feel satisfied at work. When these factors are absent from a job, i.e., there is no sense of recognition, advancement, etc., the employee will not be dissatisfied but will feel neutral or indifferent. Alternatively, when a job provides a lot of context factors, i.e., a good salary, pleasant working conditions, etc., an employee will not feel satisfied but will feel neutral or indifferent toward the job. When these factors are absent from a job, i.e., the salary is poor, working conditions are unpleasant, etc., an employee will feel dissatisfied. Thus, with a high degree of reward satisfiers will result in satisfaction, and a low degree of reward will result in indifference, Conversely, with a high degree of reward dissatisfies will result in indifference, and a low degree of reward will result in dissatisfaction. This relationship, which is the most controversial part of Herzberg's theory, is shown:

Herzberg's effects of content and context factors on job satisfaction
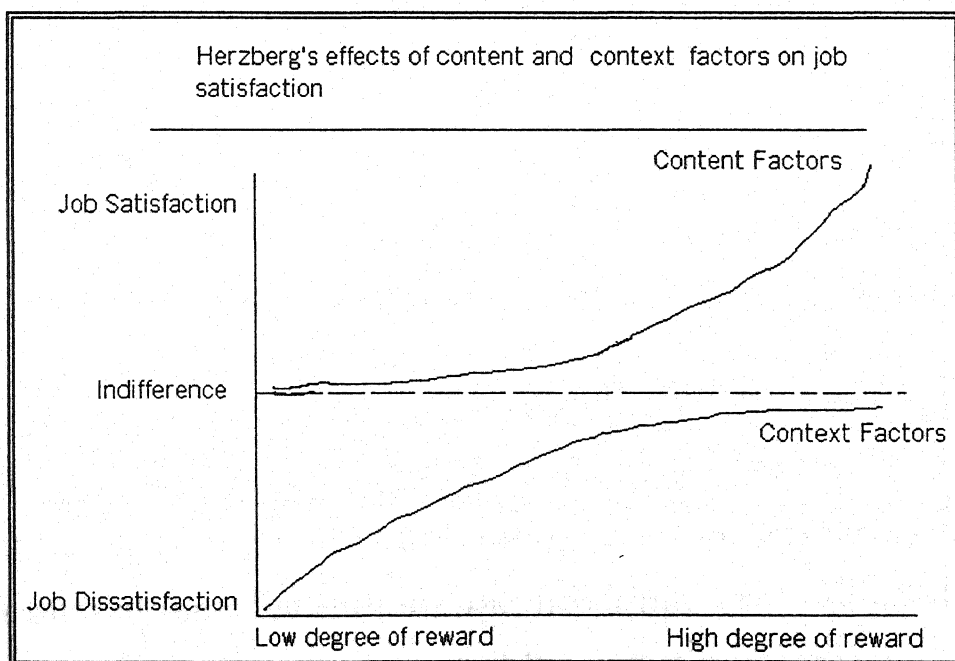
Thus according to Herzberg, jobs should be designed so there is a high degree of reward provided by context factors (to avoid dissatisfaction) and content factors (to ensure satisfaction).

Herzberg's theory has been criticized on two points. The first is the method of data collection. Herzberg assumed that those interviews could and would accurately report the conditions that make them satisfied or dissatisfied with their jobs. Unfortunately, when a person describes something favorable, there is a tendency to attribute it to the person's own accomplishments (content items). Conversely, in describing an unpleasant experience, a person is more apt to blame other (context items) rather than accept the blame personally. Many critics attribute the "two factors" to this tendency. It means the results are really only artifacts of the method used.

The second major criticism is that man studies failed to replicate Herzberg's findings (e.g., Ewen, 1964; Hinrichs & Mischkind, 1967). Such studies showed that content and context factors both contribute to satisfaction and dissatisfaction. If people feel no sense of achievement or recognition, the response is likely dissatisfaction. Not indifference, similarly, people can get pleasure from salary and working conditions. At best, these factors do not have to result in indifference. Thus, the validity of Herzberg's classification is suspect. In summarizing tests of Herzberg's theory, King (1970) found little evidence to support it.

D. **HERZERG's, MOTIVATOR-HYGIENE THEORY**

The original basis for the Motivator-Hygiene (or two-factor) theory was a study of some 200 engineers and accountants who were asked to describe a time when they felt especially satisfied and a time when they

felt especially satisfied and a time when they felt especially dissatisfied with their jobs (Herzberg, Mausner and Snyderman, 1959)[4]. These "Critical incidents" were then classified by grouping these together that "seemed to go together" and recording the frequency with each category was mentioned.

Incidents classified as involving the work itself, achievement, promotion, recognition, and responsibility, were frequently mentioned as sources of satisfaction, but much less often as sources of dissatisfaction. This group of factors was labeled "Motivators" and was asserted to involve mainly to aspects of the work itself.

Incidents classified as involving supervision interpersonal relations, working conditions, company policies and salary were frequently mentioned as causes of job dissatisfaction, but less frequently as causes of satisfaction. This group of categories was labeled Hygiene and was asserted to involving primarily the context in which the work was performed.

Thus, the theory argues that job satisfaction and dissatisfaction result from different causes; satisfaction depends on Motivators while dissatisfaction is the result of Hygiene factors.01

---

[4] "The Motivation to work" by F. Herzberg, B. Mausner and B. Snyderman, Welcy New York, 1959.

Herzberg later expanded his theory by typing these two findings to a specific view of the nature of man (Herzberg, 1966)[5]. He argued that there are two separate and unrelated classes of human needs, physical needs which man shares with animals and psychological needs whose root is man's possession of a reasoning mind. The need to use one's mind, which he class psychological growth, is satisfied by such actions as increasing one's knowledge, making abstract integrations, creative activity, being effective in ambiguity, developing individuality, and the like. Herzberg argued further that these two sets of needs operate in different ways. Physical needs, he claimed, motivate action according to a pain-avoidance (tension reduction) principle. When frustrated they produce discomfort when fulfilled they produce a relief from discomfort but no positive pleasure, for contrast, the need for growth motivates action only in a positive sense. Attaining growth brings pleasure, but failure to grow does not bring displeasure.

The two-factor theory of job satisfaction parallels this dual theory of man's need. The hygiene factors operate only to frustrate or fulfill man's physical needs, while the motivators serve to fulfill or frustrate man's growth needs.

The major themes of two-factor theory are that

(1) when workers are not satisfied with dissatisfies, they become the major source of job dissatisfaction, but satisfaction with dissatisfies neither leads to job satisfaction nor high performance, and

---

[5] *"Work and the nature of man" by F. Herzberg, Cleveland work Publishing, 1966   Page   157 to 160*

(2) the presence of satisfiers tends to boost both job satisfaction and performance.

Herzberg[6] and his associated have based their research by analyzing almost 4000 responses to their two straightforward questions asked to workers:

"Tell me about a time when you felt exceptionally good about your job". "Tell me about a time when you felt exceptionally bad about your job".

They noticed that persons responding to these two questions identified different things as source of satisfaction and dissatisfaction in their work. A summary of the actual data is presented in Figure 2.1[7].

The hygiene factors are shown on the left side of figure. These factors are sources of job dissatisfaction in Herzberg's research were found to be associated within both the job context. That is, job dissatisfaction was linked more to the work setting than to the work itself. They include such things as working conditions, interpersonal relations, organizational policies and administration, supervision and salary.

The two-factor theory, job satisfaction and dissatisfaction are considered very separate dimensions. Hygiene items only affects job satisfaction. Improving hygiene factors in the work place can reduce the level of dissatisfaction felt by workers, but the improvement will not contribute

[6] "Managing Organizational Behaviour" Ed. Scher Merharn Hunt Osleorn, page 57.
[7] One more time how do you motivate employees"? F. Herzberg, Harvard Business Review ol.16, Jan --Feb.   1968, Page52

the job satisfaction. Managers should view the hygiene factors as follows:

Hygiene Factors $\xrightarrow[\text{In}]{\text{Exit}}$ Job context $\xrightarrow{\text{And affect}}$ Job dissatisfaction
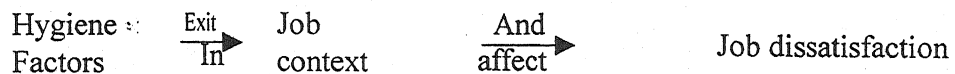
Satisfier Factors

The examples of table is given below the hygiene factors found in many work settings:

Hygiene Factors	*Examples*
(a) Organisational policies procedures	(i) Aattendance rules
	(ii) Vacation Schedules
	(iii) Grievance procedures
	(iv) Performance appraisal methods.
(b) Working Conditions	(i) Noise levels
	(ii) Safety
	(iii) Personal comfort
	(iv) Size of work area.
(c) Interpersonal relationship	(i) Co-worker relations
	(ii) Customer relations
	(iii) Relationship with Boss.
(d) Quality of Supervision	(i) Technical competence of Boss.
(e) Wage salary	(i) Hourly wage rate of salary.

Herzberg argues that improving a hygiene factor such as working conditions cannot make people satisfied with their work. It will only prevent them from being unhappy. To improve job satisfaction the manager's attention must shift to satisfiers. These satisfiers are listed on the right hand side of figure 2.1, and they are part of job content; that is, they relate to what people actually do in their work:

Adding satisfiers to people's job are the link to performance in Herzberg's theory. He argues that managers can create opportunities for subordinates to experience such things as a sense of achievement,

recognition, responsibility, advancement and growth in the course of their performance. When these opportunities are absent from work, Herzberg feels that workers will neither experience job satisfaction nor perform their best. According to the logic of the two-factor theory.

Satisfier factors – exist in – job content – and affect – job satisfaction

Factors Characterizing 1844 events on the job	Factors Characterizing 1844 events on the job

Achieve
Recogni
Work
Responsi
Advance
Growth

COMPANY POLICY AND

Supervi
Relationship with
Work
Salar
Relationship
Personal
Relationship With
Status
Securi
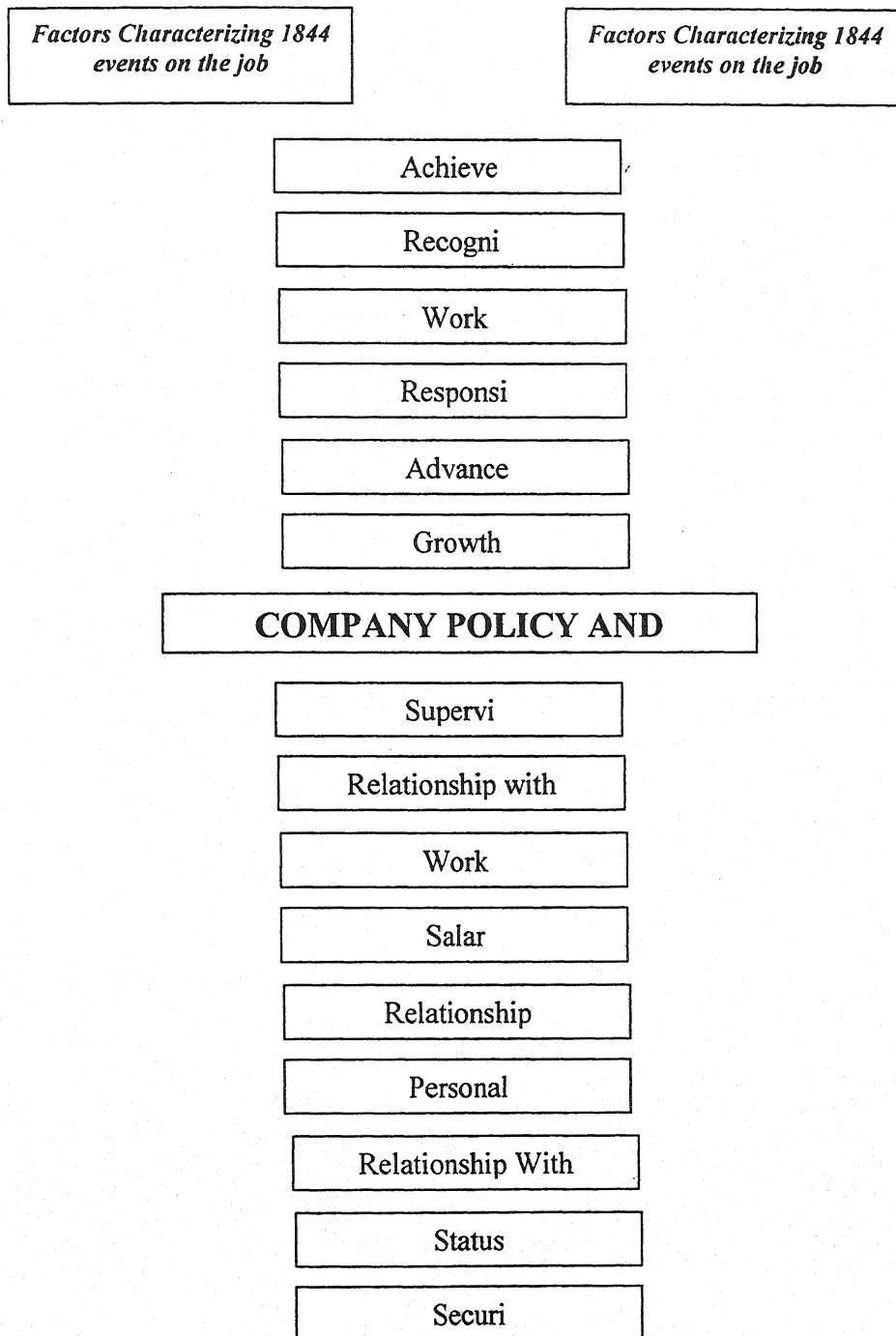
Figure 2.1

Source of satisfaction and dissatisfaction as reported in 12 investigations (Adopted from Herzberg "One more time how do you motivate employees"? Harvard Business Review ----- Jan-Feb. 1962, P-52

Two-Factors Dynamics

Two principles summarize the two-factor dynamics Improvements in hygiene factors can prevent and/or help eliminate job satisfaction, they cannot increase job satisfaction. Improvement in satisfier factors can create job satisfaction; they cannot prevent job dissatisfaction.

It implies that a person can simultaneously experience job satisfaction and dissatisfaction. Because Herzberg considers job satisfaction and dissatisfaction to be separate dimensions, this is, in fact, possible under the theory. People at work can fall into any one of the four possibilities shown below:

<div style="text-align:center">

Job   Job
Satisfaction   Dissatisfaction
HIGH   HIGH

| HIGH | | HIGH |

LOW   HIGH

LOW   LOW

</div>

The least appealing situation for the manager is to have subordinates experiencing low dissatisfaction; the most appealing is high satisfaction and lone good hygiene eliminates But to create job satisfaction, more attention should be paid to satisfiers. Failure to do so successfully will leave workers in jobs that are low in dissatisfaction, are also low in satisfaction, and are low in satisfaction.

Logical Criticism

(a) Mind-Body Dichotomy

Herzberg's view of man's nature reveals profound and unwarranted mind body dichotomy. He argues that man has a "dual nature", each part operating according to opposite principles and unrelated to the other, viz. "to use one's brains is a need systems of itself, divorced from any connection with, or dependence on, the basic biological stresses". In fact, man's mind has a great deal to do with his physical needs. It is by means of his mind that he discovers the nature of his physical as well as psychological needs and uses his mind productively is ultimately a biological one; his mind is his means of survival. Just as a neurotic is less, fit to survive than a normal person, so a psychotic is less fit to survive than a normal person, so a psychotic is less fit to survive than a neurotic. The reason that mentally ill people do not drop dead as soon as they develop a problem in that psychological problems do not ordinarily lead to destruction as quickly as physical ones, and because such people are usually cared for by people whose minds are functioning properly.

(b) Undirectional Operation Of Needs

There is little justification for the views that neither psychological nor physical needs cause affect only in one direction. The tension reduction view of motivation has been thoroughly discredited even for animals (C.N. Cofer and M.H. Appley, 1964)[8]. Furthermore, such acts as eating and directing in man involve much more than simply

---

[8] *"Motivation theory and Research" by C.N. Cofer and M.H. Appley, New Delhi, Weley 1964 page 78 to 84.*

the avoidance of hunger or thirst pangs; for example, the pleasure of taste itself is in valued. Similarly, as any psychotherapist can testify (Herzberg's theory of mental health notwithstanding if not the primary cause of the unhappiness of neurotics is their lack of self esteem. It is not due to lack of food, water, air or toilets.

(c) *lack of Arallel Between Man's Needs And The Motivator And Hygiene Factors.*

Herzberg's attempt to draw a parallel between man's animal (Physical) needs and hygiene factors on the one hand, and his growth needs and motivators on the other, does not hold up under scrutiny. For example, Hygiene factors such as managerial decisions and supervisory actions may have direct consequences for the individual's interest in his work, his success, advancement, and responsibility. Herzberg himself found that the two main second level factors causing job dissatisfaction were unfairness and lack of growth, both of which have more to do with psychological than with physical needs. On the other hand, motivator factors may involve physical as well as psychological needs. For example, a man may dislike his work because it is too physical demanding or dangerous or dirty.

(d) *Incident Classification System*

There are numerous logical inconsistencies in Herzberg's incident classification system, for example, if an employee reports that the work is too easy or too hard, it is classified in the "work itself" category, but if there is too much or too little work, it is classified as "working conditions", if the worker is praised or criticized for his work, it is classified as "recognition", but if credit is given or withheld, it is classified as "supervision (interpersonal)" (Herzberg).

76

Furthermore, if the employee reports being given new responsibilities, it is classified as "responsibility" but if the supervisor will not delegate responsibility, it is called "Supervision (technical)", and if the company does not allow him enough, it is called "Company policy" (Herzberg).

Schneider and Edwin A. Locke have observed that these inconsistencies are caused or made possible by a fundamental confusion in Herzberg's classification system. This confusion is between the event and condition that causes the employee to feel satisfied or dissatisfied, and the agent (person, organization, or thing), which caused this event, or condition to come about. Herzberg's system includes a random mixture of both, with all of the Motivator factors turning out to be events or conditions (work, achievement, advancement, responsibility and recognition), while the major Hygiene factors are agents (company supervisor, co-workers).

Frequency comparisons between event and agent categories are meaningless, since they involve different levels of analysis. Every event logically implies at least one agent and every agent implies at least one event or condition brought about by that agent. A refined and expanded version of the event/agent category system developed by Schneider and Edwin A. Locke is shown in Table 1 and 2 below:-

TABLE 3.1

Satisfying And Dissatisfying Event Categories

Sl. No.	Satisfying Events	Dissatisfying Events
1.	*Task Activity.* Enjoyed the work, task or task activity itself (regardless of external rewards or outcomes). Given a desired task assignment. Saw the work as important, significant or meaningful	*Task Activity.* Did not enjoy or disliked the wok or task activity itself (regardless of external rewards or out comes). Given a disliked or undesired task assignment (e.g. a dirty job saw the work as unimportant, insignificant, or (meaningle).
2.	*Amount of work:* Amount of just right neither too much not too little, work was easy to do (no specific success involved).	*Amount of work:* Not reasonable; too much or too little; work was especially hard or difficult (no specific failure involved).
3.	*Smoothness:* Work went smoothly without (temporary) distraction or interruption; work done efficiently (but no specific success involved).	*Smoothness:* work did not go smoothly. Temporary interruption or distractions, wanted time; work done inefficiently.
4.	*Success:* work achievement in relation to some standard; finished a task; completed an assignment or project; solved a problem; reached a work goal; met a deadline did a job especially well or fast or skillfully; improved performance; had a project or solution accepted by others; saw ultimate success of work; getting a contract (if success	*Success:* Work failure in relation to some standard); not finish a task; did not complete an assignment or project; did not solve a problem; failed to reach a work goal; did not make deadline; did a job especially poorly or slowly or unskillfully; failed to improve performance or did worse than before; had a project or solution rejected by others; saw ultimate "failure" of

Sl. No.	Satisfying Events	Dissatisfying Events
	was most salient); reaching a sales figure if it represents a standard of achievement).	work because not used or results of work damaged or destroyed or failed to get contract or reach sales figure.
5.	Promotion: To a higher position, promise or promotion.	*Demotion or Lack of Promotion:* did not get a desired promotion or promised promotion; no opportunity for promotion (blocked opportunity).
6.	*Responsibility* was increased given special assignment (not necessarily promoted).	*Responsibility:* was not increased as desired or as promised; did not get special Assignment that want to get; too much responsibility; given responsibility without training reduction of responsibility; under responsibility.
7.	*Verba (or implied verbal) Recognition of work:* praised, thanked, complimented, given credit, given reward, or special recognition for a piece of work or for performance in general (by company, supervisor, co-workers, subordinate, etc); given high rating for work.	**Negative verbal (or implied verbal) Recognition or Lack of Recognition for work:** Criticized blamed, not thanked, not complimented, not given credit or credit stolen by another, not given award, given reprimand, insulted for a piece of work, or performance in general by company, supervisor, co-workers, subordinates, false accusation given low rating for work; gesture or lack of, disapproval, complaint about product or work.

Sl. No.	Satisfying Events	Dissatisfying Events
8.	*Money:* Received monetary raise or bonus or tip; made a profit; get money for overtime work, promise of a raise, getting a contract.	*Money:* did not receive desired raise or promised money bonus; did not make a profit, no overtime pay, no tip or low tip; salary or raise unfair (compared to others) failed to get contract or sale.
9.	Interpersonal Atmosphere. In general was pleasant, everyone was getting along well together, polite, friendly interesting conversations; pleasant non-work interaction with others (e.g.; office party) praised for non-work action.	*Interpersonal Atmosphere.* in general was unpleasant; every one was getting along poorly hostile, unfriendly; touchy, etc, obscene language used in presence; dull conversation, unpleasant non-work interaction with others, criticized for non-work action.
10.	*Physical Working Conditions.* Pleasant: weather, temperature, humidity, air, machinery, hour of work, location, physical surroundings of work, etc.	*Physical Working Conditions.* Unpleasant: weather, temperature, humidity, air, machinery, hour of work, location, failure to get desired time off, physical surroundings of work, etc.
11.	*Uncodable or other.* e.g. outcome of Union election, etc	*Uncodable or other.* e.g. outcome of union election, accident.

TABLE – 3.2

Satisfying And Dissati Sfying Agent Categories

1.	Self (the respondent).
2.	Supervisor or other specific superior or superiors of respondent.
3.	Co-workers of respondent (someone at same level in organization or colleague in profession).
4.	Subordinates of respondent (someone at lower level in organization or profession).
5.	Organization, management or organizational policies (no particular person or persons cited).
6.	Customers of respondent (including students, patient, buyers etc.).
7.	Non-human agent (nature, machinery, weather, neighborhood, equipment, "God, etc.).
8.	No agent indicated (eg. Luck, the "breaks", "that's the way it is"), or "do not know" or unclassifiable.

Defensiveness

Victor H. Vroom (1964) has observed that Herzerg's results might be an artifact of defensiveness on the part of the employees. Thus, to avoid any threat to their self-image, they take credit for the satisfying events that occur while blaming others for dissatisfying occurrences.

The Use Of Frequency Data

Herzberg's results are based entirely on frequency data. He compared the relatives' frequency with which the various categories were mentioned as sources affect. If one is to infer a theory of human nature from such data, one assumption that must be made is that the responses are caused solely or mainly by attributes of the responses are caused solely or mainly by attributes of the persons answering (i.e., their needs

and values). However, as Herzberg himself acknowledges the reports of satisfying and dissatisfying incidents gathered with his method are also determined by the actual nature of the jobs held by the employees. Thus, while one reason that fact is not often mentioned as a source of dissatisfaction may be that it does not cause displeasure when it occurs, another reason may be that it simply does not occur very often since most people are fairly well matched to their jobs and thus are able to perform them successfully.

One way to avoid such difficulties in interpretation is to use an intensity approach, that is, to ask employees to think of a time when; they succeeded, failed, were recognized and were criticized, and to have them indicate the degree to which each event affected their attitude towards their job.

Denial Of Individual Differences

Herzberg has consistently minimized or denied the existence of individual differences among employees as to reported sources of satisfaction and dissatisfaction. While it is defensible to argue that all men have the same needs (by the very nature of needs), it is not defensible to argue that they all have the same values. Yet it is the individual's values that are most direct determinants of his emo0tional reactions to the job. C.I. Hulin (1968)[9] has presented convincing evidence that not all employees value jobs, which allow them the opportunity for psychological growth. Even R.N Ford (1969)[10] who accepts Herzberg's theory acknowledges that not all workers respond positively to job enrichment programmes.

---

[9] *"Effects of changes in job satisfaction levels on employees turnover" on article C.I. Hulin, in Journal of Applied Psychology, 1968 page 122-126*
[10] *"Motivation through work" an article R.N. Ford in American Management Association, New York, 1969 page 91-96*

Herzberg could answer this criticism, however, by arguing that employees who do not value or attempt to attain psychological growth through their work will not attain the same quality or quantity (or duration) of satisfaction from their work as those who do value and seek it, the reason being that these workers' value conflict with their needs.

Research Findings

The major themes of two-factors theory are that: -
When workers are not satisfied with dissatisfies, they become the major source of job dissatisfaction, but satisfaction with dissatisfies leads neither to job satisfaction nor to high performance.

The presence of satisfiers tends to boost both job satisfaction and performance. A number of research findings do not support these themes. Worriment had found that both intrinsic and extrinsic job factors could be the sources of both job satisfaction and dissatisfaction. M.D. Dunnetle, J.P. Campbell and E.E.Lawler[11] (1970) reported that while some satisfiers were related to job satisfaction. They also indicated that both satisfiers and dissatisfies must be present in job situation to generate job satisfaction. F. Friedlander[12] (1964) indicated that such dissatisfies as social climate and interpersonal relationships were important motivational factors for research and development personnel. He also reported that such satisfiers as achievement, ability utilization, challenging job, growth, recognition and promotion were ranked as important factors for both job satisfaction and dissatisfaction regardless of the occupational levels of respondents. Such dissatisfies as fringe benefits, merit increases, working conditions, supervision and job

[11] *"Managerial Behaviour Performance and effectiveness" MC Graw Hill publication, New York, 1970 Pages 71-75.*
[12] *"Job Characteristics as satisfiers and dissatisfiers" an article by F, Friedlander in journal and applied Phychology, 1964 Pages 388-392.*

influence on home life were ranked among the least important for both job satisfaction and dissatisfaction. A job factor can be a source of both job satisfaction as well as job dissatisfaction, regardless of occupational levels. F. Friedlander further stated that low performers were motivated primarily by socialization factors and to a lesser extent by recognition and advancement. Comparison among the three potential motivators for high performers showed intrinsic work were of the greatest importance, recognition was second, and socialization was the least important. Hinrichs[13] (1969) reported that when job satisfaction was compared for high and low satisfaction groups, satisfiers positively influenced the high satisfaction group, but had both positive and negative influence for the low satisfaction group. Dissatisfies acted negatively for the high satisfaction group but positively for the low satisfaction group.

---

[13] *"Correlates of Employee Evaluation of Pay increases" article by J.P. Hinrichs in Journal of Applied Psychology, 1969 Page 481-489.*

E. RELATIONSHIP BETWEEN MASLOW'S HIERARCHY OF NEEDS THEORY AND HERZBERG'S TWO FACTOR THEORY

There is a close relationship between Maslow's hierarchy of needs theory and Herzberg's motivation hygiene theory as is seen in the following figure[14]:

Relationship between Maslow and Herzberg

Maslow's Hierarchy

> (Realizing one's potential growth using creative talents (S)

Esteem Needs

> (Achievement recognition and status)

Social

> (Love, Belonging, affiliation, accentance

Safety Needs

> (Protection against danger freedom from fear, security)

Physiological Needs

> (Survival needs, air, water, food, clothing, shelter and sex)

Herzberg's Motivators

- ➢ Achievement
- ➢ Work it
- ➢ Recogintion
- ➢ Responsibility
- ➢ Opportunity for growth

Herzberg's Hygiene Factors

- ➢ Interpersonal Relations
- ➢ Companies' policies and administration practices
- ➢ Working conditions
- ➢ Supervision
- ➢ Status
- ➢ Job security
- ➢ Pay
- ➢ Benefits

---

[14] "Management Concepts and practice" by R. Wayne Mondy, Robert E. Hornes and Edwin B. Flippo page 269 to 284.

Physiological Needs

As may be seen, Herzberg's motivators are most closely related to the esteem and self-actualization needs on Maslow's hierarchy, the hygiene factors closely correspond to the physiological, safety and social needs. Herzberg's basic contention is that most organization gives inadequate attention to his motivation factors with work environment. Most of the efforts of managers are concentrated on meeting the lower-level needs, which are satisfied by the hygiene factors. Nevertheless, just because the hygiene or maintenance needs are satisfied by good pay, benefits, or working conditions. This does not mean that the individual's performance will be positively influenced. To achieve effectiveness, the organization must satisfy both the hygiene and motivation needs of its employees. Most organizations have given considerable attention to the hygiene needs, but inadequate attention to the motivation needs of its personnel. This is understandable, hygiene needs can be met in a more tangible or specific manner than can the motivational needs. It may be easier to provide employees with improved pay, fringe benefits, or better working conditions than a job that is more responsible or challenging.

Advocates of Herzberg's two-factor theory of motivation suggest that management can assist employees in meeting their motivagtional needs by providing employees with more challenging and responsible jobs. According to Herzberg, increasing the level of autonomy, skill variety, significance, and feedback will lead to better job performance and satisfied employees.

F. VALENCE SATISFACTION THEORY

Herzberg's two-factor theory is primarily concerned with the determinants of job satisfaction and dissatisfaction and does not explain why a worker prefers certain job factors and how they influence his performance. In this sense, it is not a motivation theory but rather a theory of job satisfaction. Victor H. Vroom perceived job satisfaction to be a future event rather than a past gratification, and he defines it as a valence of outcomes or an anticipation of need satisfaction. People are attracted to an object or incentive because it is perceived to be able to satisfy their needs. Job satisfaction is measured by the total amount of outcome valences available to an employee. The employee's motivation to produce then depends on the amount of anticipated outcomes valences and the expectancy that his effort will result in task performance instrumental to receiving the valence outcomes.

Vroom's theory of human motivation although quite general in form, takes as its context the individual in the world of work. Such attempt probably the first at formal motivation "model building" in industrial psychology. Vroom has drawn very heavily on the work of the great social psychologist, Kurt Lewin. Like Lewin, Vroom uses the basic concept of valence as a key notion. He defines valence as "the attractiveness of a goal or outcome". Another definition is the anticipated satisfaction from an outcome". Victor H. Vroom then outlines two propositions.

Proposition 1:

The valence of an outcome to a person is a monotonically increasing function of the algebraic sum of the products of the valence for all outer outcomes and his conception if its instrumentality for the attainment of these other outcomes.

Proposition 2 :

The force on a person to perform an act is a monotonically increasing function of the algebraic sum of the products of the valences of all outcomes and the strength of his experiences that the act will be followed by the attainment of these outcomes.

Proposition 1 may be thought of and follows the desire (valence) for any particular objective (outcomes as part of an individual as directly related to the likelihood (instrumentality) that the objective will in turn lead to other subsequent objectives of given desirability (valence). Consider a young man who joins the navy right out of high school. His valence for joining the navy might be thought of as being a sum of his feelings about all the outcomes (both good and bad) that are apt to result from his action, each being weighed by its anticipated probability. Thus, he knows he will have to postpone his college education (P = 100), a fact that may disappoint him. Yet he also knows he may have more pleasant duty than if he were to be drafted (P = 0.80) a fact which may please him very much. The combination of an 80% chance for something of moderate negative valence may result in an overall positive feeling or valence about joining the navy at the time in his life.

Proposition 2 simply states that the greater the valence at any outcome, the more apt is a person to take action. In the case of our young man who

intuitively (or even unconsciously) "computes" his valence toward joining the navy, we assure that higher the overall valence of this act, the greater the force acting upon him.

Criticism

Vroom suggests that satisfaction is a reflection of how desirable a person finds his job. Thus it is measure of a person's valence for his work situation. How his model would predict (proposition 2) that the force to remain on a job should be directly related to the valence of his job. The two measures, which are appropriate to testing this hypothesis, are (1) Turn-over and (2) Absenteeism. However, there is only a moderate relationship between job satisfaction measure and these two variables.

The model is more difficult to apply in the case of the relationship between job satisfaction and work productivity. While it is true that high productivity assures a worker that he will not be fired (and thus removed from a high valence situation) most workers have no difficulty in being productive enough to avoid this. Thus, one might expect job satisfaction (valence) to have a less clear relationship to work productivity measure than to turnover and absenteeism measures. This appears to be the case as there is no consistency in the relationship between satisfaction and productivity measures across a wide range of solutions.

G. DISCREPANCY THEORY

Discrepancy theory compares what a person actually receives with what he expects to reward level. For example, E.E. Lawler[15] (1968) defines job satisfaction "as the extent to which rewards actually received meet or exceed the perceived equitable level of reward". As the differences between the two decreases, satisfaction increases. A failure to receive the perceived equitable level of rewards creates a feeling of job dissatisfaction. He defined job satisfaction as the perceived differences between what a person actually receives and what he wants to receive. The difference between Porter and Locke is that the later uses the aspiration level as comparative basis.

This distinction is important for understanding their motivational consequences. When a person receives less than what he equitably expects to receive, he will be dissatisfied with his job and may reduce his performance level. On the Contrary, people usually expect the level of aspiration to be higher than the actual achievement level. Thus, the difference between actual Achievement level and the aspiration level, if they are not far apart, tend to serve as a positive motivational force rather than a source of dissatisfaction in terms of equitable rewards rather than aspiration levels.

An important feature of discrepancy theory is that job satisfaction involves more than knowing the actual reward level. In addition to knowing what a person has actually received, it is important to know what he expected to receive from his job and to determine his level of job satisfaction. Two persons may have received the same amount of rewards, but the level of job satisfaction may differ depending on what they have expected to receive. One may be unhappy because what he has received was less than what he had expected.

---

[15] *"Organizational Behavior and Human performance" by E.E. Lawler 1968, page 253 to 268.*

H. <u>EQUITY – INEQUITY THEORY</u>

Adams[16] (1965) extended the equity concept of discrepancy to accommodate social comparison to reward systems, as in the case of discrepancy theory, satisfaction is a function of a person's input-output balance. Satisfaction results from perceived equity , while dissatisfaction results from perceived inequity. However, Adam's theory of equity-inequity emphasizes it with the Perceived input-output ratios of his co-workers. If he perceives his input-output ratio is compatible with other's input-put ratios, he will be satisfied with the reward he receives. If he perceives his ratio is larger than others, he will perceive himself over-rewarded and may feel guilty. If he perceives himself under rewarded in comparison with others he will be dissatisfied.

The presence of perceived inequity (over or under rewarded) creates tension, which motivates people to reduce by changing their input-output balance. Though they may tolerate inequity for a period, they will eventually re-establish equity. Generally, people who feel over-rewarded may try to increase their productivity or improve the quality of their work if they are able to do so. If they are not able to alter their input levels, they may select a new set of referent persons for comparison, or even attempt to lower their rewards by producing less under incentive systems. On the other hand, people who feel under-rewarded attempt to increase their rewards (out puts) by increasing the number of products under incentive systems or may attempt to reduce the quality as well as quantity of their work under non-incentive systems. When people are not

---

[16] . *"Advances in Experimental Social Psychology" By J.S. Adams Vol. 2, New York, Academic Press. Pages 267 to 299.*

able to alter the input-output balance by actually changing their productivity and/or the quality of their work they may attempt to change the balance by cognitively distorting their perceived input-output ratios. For example, the feeling of being under paid can be reduced by increasing intrinsic job satisfaction an employee may insist that his pay is lower than others but he does not mind because he likes his job. Another way of reducing perceived inequity is to use one's socio-economic, educational and racial backgrounds to modify his and/or other's input-output ratios.

Expectancy Theory

Currently, one of the most widely accepted explanations of motivation is Victor Vroom's **expectancy theory**. Although it has its critics, most of the research evidence is supportive of the theory. Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. In more practical terms, expectancy theory says that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employee's personal goals. The theory, therefore, focuses on three relationships given as :

EXPECTANCY THEORY

| Individual effort | → | Individual effort | → | Individual effort | → | Individual effort |

Because of the financial crisis in Russia, many firms do not have money to pay their employees. Instead of receiving a salary, employees get paid in goods the factories produce. Velta Company, a bicycle maker in Russia, gives workers one bicycle a month instead of a paycheck. Workers then have to sell their bike for cash or barter it for food. Some workers deal with the inequity of not getting a salary by using a different referent. "We are luckier than people over at the chemical plant," says one Velta employee. "At least our factory gives us something we can sell."

Distributive justice

Perceived fairness of the amount and allocation of rewards among individuals.

Procedural justice

The perceived fairness of the process used to determine the distribution of rewards.

Expectancy theory

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

Effort-performance relationship. The probability perceived by the individual that exerting a given amount of effort would lead to performance.

Performance-reward relationship. The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired.

Rewards-personal goal relationship. The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

Expectancy theory helps explain why many workers are not motivated on their jobs and merely does the minimum necessary to get by. This is evident when we look at the theory's three relationships in a little more detail. We present them as questions employees need to answer in the affirmative if their motivation is to be maximized.

First, if I give a maximum effort, will it be recognized in my performance appraisal? For many employees, the answer is No. Why? Their skill levels may be deficient, which means that no matter how hard they try, they are not likely to be high performers. The organization's performance appraisal system may be designed to assess nonperformance factors such as loyalty, initiative, or courage, which means more effort will not necessarily result in a higher evaluation. Still another possibility is that the employee, rightly or wrongly, perceives that her boss does not like her. As a result, she expects to get a poor appraisal regardless of her level of effort. These examples suggest that one possible source of low employee motivation is the belief, by the employee, that no matter how hard she works, the likelihood of getting a good performance appraisal is low.

Second, if I get a good performance appraisal, will it lead to organizational rewards? Many employees see the performance-reward relationship in their job as weak. The reason, as we elaborate upon in

the next chapter, is that organizations reward a lot of things besides performance. For example, when pay is allocated to employees based on factors such as seniority, being cooperative, or for 'kissing up" to the boss employees are likely to see the performance-reward relationship as being weak and demotivating.

Finally, if I am rewarded, are the rewards ones that I find personally attractive? The employee works hard in hope of getting a promotion but gets a pay raise instead. Or the employee wants a more interesting and challenging job but receives only a few words of praise. Or the employee puts in extra effort to be relocated to the company's Paris office but instead is transferred to Singapore. These examples illustrate the importance of the rewards being tailored to individual employee needs. Unfortunately, many managers are limited in the rewards they can distribute, which make it difficult to individualize rewards. Moreover, some managers incorrectly assume that all employees want the same thing, thus overlooking the motivational effects of differentiating rewards. In either case, employee motivation is sub maximized.

In summary the key to expectancy theory is the understanding of an individual's goals and the linkage between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction. As a contingency model, expectancy theory recognizes that there is no universal principle for explaining everyone's motivations. Additionally, just because we understand what needs a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs.)

Does expectancy theory work? Attempts to validate the theory have been complicated by methodological, criterion and measurement problems.

As a result, many published studies that purport to support or negate the theory must be viewed with caution. Importantly, most studies have failed to replicate the methodology as it was originally proposed. For example, the theory proposes to explain different levels of effort from the same person under different circumstances, but almost all replication studies have looked at different people. Correcting for this flaw has greatly improved support for the validity of expectancy theory. Some critics suggest that the theory has only limited use, arguing that it tends to be a more valid predictor in situations in which effort-performance and performance-reward linkages are clearly perceived by the individual. Since few individuals perceive a high correlation between performance and rewards in their jobs, the theory tends to be idealistic. If organizations actually rewarded individuals for performance rather than according to such criteria as seniority, effort, skill level, and job difficulty, then the theory's validity might be considerably greater. However, rather than invalidating expectancy theory this criticism can be used in support of the theory, for it explains why a significant segment of the workforce exerts low levels of effort in carrying out job responsibilities.

I. SATISFACTION AND PERFORMANCE

The aforementioned theories identify four definitions of job satisfaction need fulfillment or gratification, anticipated need satisfaction, perceived outcome valence and perceived equity. Depending on how job satisfaction is defined, the theoretical position regarding satisfaction and performance differs. The relationship between satisfaction and performance has been the topic of study for several decades, and yet it continues to be a source of controversy among scholars and practitioners.

There are basically three theoretical positions as given by E.E. Lawler and J.L. Suttle[17] :-

Satisfaction causes performance.

Performance causes satisfaction

Reward causes satisfaction and performance.

Satisfaction Causes Performance

The conditions under which the satisfaction cause performance proposition prevails are :- Satisfaction activates unfulfilled needs, an unfulfilled need, or an unfulfilled portion of the same needs.

The valence of incentive outcomes is attractive to the worker.

Incentive application is contingent upon performance.

The worker perceives equity in the input-output balance or inequity in his favour.

---

[17] . *"A casual correlation test of the need hierarchy concept" in "Organizational Behavior and Performance" by E.E. Lawler and J.L. Suttle, 1972 pages 265 to 287.*

When these conditions do not prevail in an organization, need satisfaction alone does not lead to improved performance. Although there may not be a direct satisfaction-causes-performance relationship visible in the short run satisfaction is an important organizational endeavor. The satisfaction of organizational member's needs is the key for developing a healthy organization in which people strive to achieve both individual and organizational goals. Job satisfaction may not have a direct influence on performance, but it influence performance in the long run by means of keeping healthy organizational members.

Perrormance-Causes-Satisfaction

The performance-satisfaction linkage seems to be stronger and higher than the satisfaction-performance linkage. The performance-causes-satisfaction proposition is supported when workers perform intrinsically motivating tasks, and extrinsic rewards are contingent upon performance.

Organizations have some control over the distribution of intrinsic and extrinsic rewards; work system produce intrinsic rewards and organizational reward systems control the application of extrinsic rewards. However, the satisfaction-causes-performance proposition is moderated by a number of individual factors such as ability, motivation, and role perceptions, which are not under the direct control of an organization. Since the satisfaction-performance, linkage is moderated by many factors not controlled by the organization it can be expected that performance is more likely to result in satisfaction than satisfaction to result in high performance. A manager can create satisfaction first establishing conditions under which a person can achieve performance,

and then by properly rewarding the person for performance accomplishments. Figuratively speaking:

Work performance – Followed by – Valued rewards – Will create – Job satisfaction

Research studies report an empirical relationship between individual performance measured at one time and later job satisfaction.

Edward E. Lawler and Lyman Porter offer another model in which performance accomplishment leads to rewards that, in turn, lead to satisfaction. Reward intervene between performance and satisfaction that is, they constitute the essential "Link" that causes the P – S relationship to happen. The model[18] is represented figuratively below :-
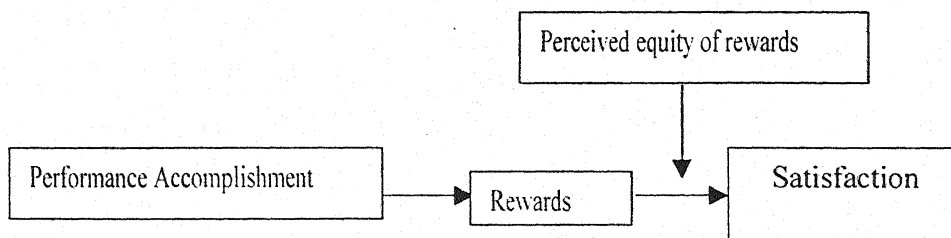
This figure also includes a moderator variable, perceived equity of the reward that further affects whether or not performance based rewards will lead to satisfaction. The moderator relationship implies that when an individual perceives the reward for performance as being equitable or fair, satisfaction will be forthcoming; when a perceived inequity exists, however, it is predicted that the reward will not lead to satisfaction.

---

[18] . *"Simplified model of Relationship of performance to satisfaction" (Summarised from Industrial Relations Vol. 7, 1967 Page 20 to 28 by E.E. lawler and L.W. parter.*

Reward-Causes-Satisfaction

Cherrington, Reetz, and Scott are more specific in specifying the impact of reward on satisfaction. They argue that there is no inherent relationship between performance and satisfaction. Rather, both performance and satisfaction are caused by rewards. In their study, regardless of their performance levels, rewarded subjects express satisfaction. While poorly rewarded subjects expressed dissatisfaction. When lower performers were rewarded, they expressed satisfaction but they continuously performed at a low rate of productivity. When higher performers were poorly rewarded, they expressed dissatisfaction, and their performance declined substantially on their subsequent trials. When rewards were contingent upon performance, productivity was significantly higher than when rewards were not related to performance.

Both Porter and Cherrington, agree that performance based reward systems result in satisfaction. However, a difference between them seems to be that while performance is an essential part of Porter's model, reward is the key to satisfaction in Cherington's model. Even nonperformance contingent reward systems can satisfy some workers especially poor performers. Under the Cherrington's theoretical position, if both high performance and satisfaction are to be maintained, two conditions should prevail in the organization Rewards are contingent upon performance. Perceived equity prevails in its rewards system.

When these two conditions do not exist in an organization, rewarded lower-performers may be satisfied, while poorly rewarded high-performers are dissatisfied. While satisfied lower-performers may or may not increase their performance, dissatisfied performers will either reduce their performance levels or leave the organization.

The controversy over the relationship between satisfaction and performance can be resolved by specifying various contingency relationships among performance, reward, and satisfaction. Figure below elaborates performance-reward, reward-satisfaction and satisfaction-performance contingencies. The performance reward contingency implies that people are more likely to perceive their rewards to be equitable under performance-contingent reward systems than under nonperformance contingent systems. When rewards are not contingent upon performance, there is more room for people to feel that they are either under or over-paid in comparison with referent others.

However, performance-based reward systems

REWARD-SATISFACTION-PERFORMANCE

Perceived Equity	Current Satisfaction	Anticipated Satisfaction	Motivational Performance
Equity	Satisfacti	High →	Increas
		No change →	Status
		Low →	Decreas
Over Rewarde	Inequity	High →	Over
		No change →	Increase
		Low →	Status
Under Rewarde	Dissatisfactior	High →	Increases
		No change →	Decreas
		Low →	Frustration Aggression Absenteeism Turnover withdrawal

101
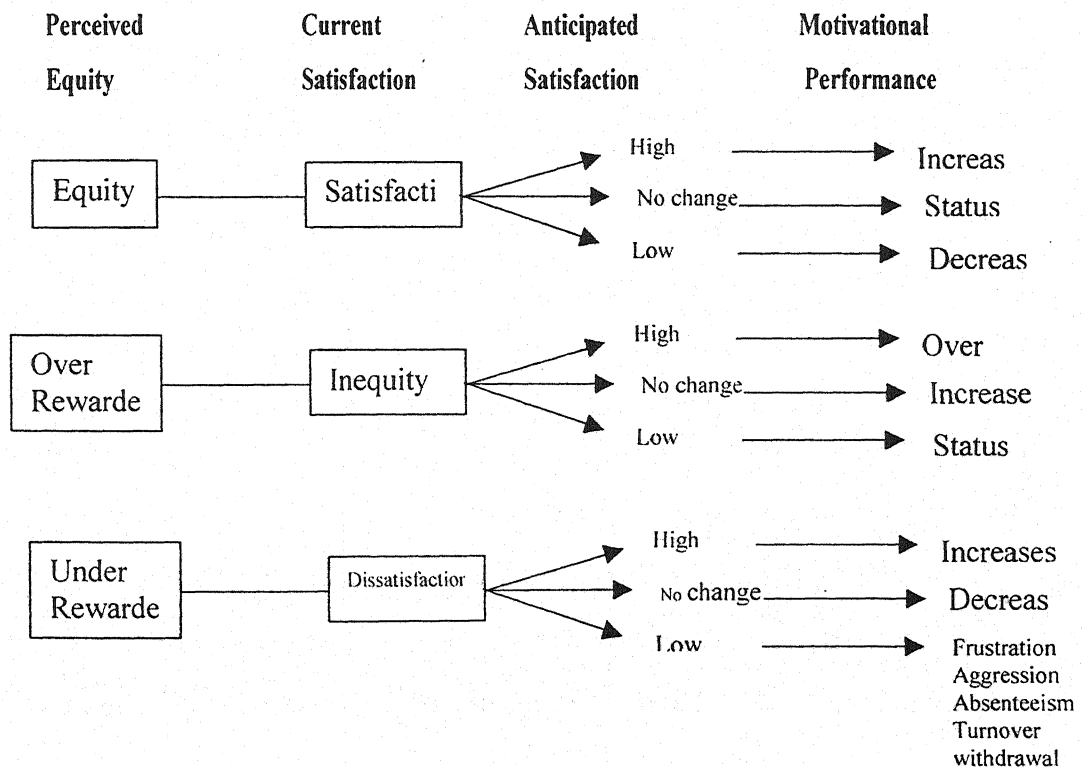
Do not automatically insure the perceived equity. The problem is that in many cases contingent rewards are based on the performance levels perceived by the rewarder.

When the perceived performance by the rewarded is at odds with that of the performer, the perceived equity that affects employee satisfaction may not prevail. Thus, it is necessary for the rewarded communicate with his subordinates and have a better understanding on the perceived equity. The perceived equity is largely affected by the reader's behavior.

The figure also indicates that job performance is a function of current as well as anticipated satisfaction. The satisfied worker may raise his level of aspiration, anticipating satisfaction of unfulfilled needs or increased outcome valence. If his anticipated outcome valence is higher than what he perceives to be an equitable reward level, he will make an extra effort to achieve high performance. If the former is lower, so will be his motivation and performance.

When a worker feels over-rewarded, he may feel guilty and attempt to reduce the feeling of inequity by exerting high effort and being productive. However, if the gap between his anticipated outcome valence and equitable reward level is too wide, the increasing inequity may over-stimulate and cause him to be less effective. If the same level of inequity is expected to prevail, the worker may be expected to reduce it by showing high productivity. If the anticipated outcome valence is expected to be lower than his perceived level of equitable rewards, he may either reduce or maintain his performance.

Job attitude largely depends on one's expectation that his effort will lead to valued incentives or outcomes. Thus, even if a person may not be

satisfied with his current level of rewards, he may have a positive attitude towards his job if he anticipates his effort leading to increased rewards. The person who perceives a little or no chance for future job satisfaction, his performance will suffer and exhibit such dysfunctional behavior apathy, low morale, absenteeism, turnover, sabotage, strike, drug abuse, and other mind-altering behavior.

In summary, not only the current level of rewards but also the anticipated level of reward influences job satisfaction. If what he expects to receive from his job is high than that he feels he should receive, he may be motivated to increase the instrumental behavior or performance leading to the anticipated rewards. If the former is lower than the latter, he will reduce his performance level. If the perceived equity prevails in the future, he will maintain his current rate of performance.

Combining the most defensible aspects of each of the theories discussed above, we can expand our definition of job satisfaction as follows. It is hypothesized that "Job satisfaction results from the appraisal of one's job as attaining or allowing the attainment of one's important job values, providing these values are congruent with help to fulfill one's basic needs. Thus needs are of two separable but inter dependent types; bodily, the physical needs and psychological needs, especially the need for growth. Growth is made possible mainly by the nature of the work "itself".

CHAPTER – IV
FACTORS OF JOB SATISFACTION

a.) Factors Relating to Job Satisfaction
b.) Determinants of Job Satisfaction
c.) Agents

CHAPTER – IV
FACTORS OF JOB SATISFACTION

A. FACTORS RELATING TO JOB SATISFACTION

Job Satisfaction is derived from and is caused by interrelated factors. Although these factors can never be isolated from one another for analysis, they can be used through statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction. The importance of various factors appears to change from one situation to another. These factors according to Thomas Willard Harrell are :

Type Of Work

According to Harrell 90% or more of professional people like their occupation, but only 30% of office clerk like their jobs.

Skill Required

That "where skill exists to a considerable degree, it tends to become the first source of satisfaction" to the workman. Satisfaction in conditions of work or in wages becomes predominant only where satisfaction in skill has materially decreased.

Occupational Status

Employees are more dissatisfied on jobs that have less social status and prestige. Almost half of a group of clerk and manual workers feel happy with their occupation, but only 17% felt they would like to enter their present occupation again. The occupation, which they wanted to most

often to enter, were those of a higher status, their own business profession and other independent work.

Geography

Workers in larger cities are less satisfied with their job than are those in smaller cities or town. In cities over a million, restlessness is greatest, in rural villages least; the greater job satisfaction in small town is due, no doubt, to the difference in psychological environment rather than to size as such.

Size Of Plant

Morale, a combination of attitudes, in small companies has been found to be 60% above that in large companies because in small branches individuals know each other better and are therefore more co-operative. The formal organization in a large branch becomes more interpersonal and policies become more arbitrary, creating feeling of less participation.

Factors Controlled By Management

The following factors controlled by management affect job satisfaction :-

i)   Security.
ii)   Pay.
iii) Fringe benefits.
iv)   Opportunity for advancement.
v)   Working conditions.
vi)   Co-workers.
vii) Responsibility.
viii) Supervision.
ix)   Downward flow of information.

x)   Understanding of employee attitudes by executives and labour leaders.

Personal Factors

Most investigators on subject found the women are more satisfied with their job than are men. In a study of 635 white-collar workers, it was found that 55% of men and only 35% women were dissatisfied with their job. This is so, despite the fact that women are generally discriminated against in job competition and pay. Quite possibly the reason is that women's ambitions and financial needs are less. The other personal factors are:-

Number Of Dependents

More dependent one has, the less satisfaction he has with his job since greater financial needs bring about greater dissatisfaction with one's job.

Age

Age has little relationship to job satisfaction for all employees. In certain groups job satisfaction is higher with increasing age.

Time On Job

Job satisfaction is relatively high at the start, drops slowly to the fifth or eighth year, then rises again with more time on the job. Highest morale is reached after 20th year.

Intelligence

Relation of intelligence and job satisfaction on level and range of intelligence and the challenge of job. An English investigator showed that the most intelligent girls employed in a Chocolate factory were most easily bored.

Education

One study of white-collar worker showed that those who had not completed high school were most satisfied.

Personality Exclusive Of Intelligence

Personality has been suggested as a major cause of job dissatisfaction. One criterion of personality is existence of neurotic behavior. The neurotic tendency leads to job dissatisfaction. Another possible criterion of personality is general satisfaction with non-job conditions. Some job dissatisfaction is caused by the personality traits that made these employees unhappy off the job. In addition, it was found that persons who were rated high in Inter-personal desirability by their fellow employees were the most satisfied with their jobs.

The global satisfaction refers to an emotion or feeling that an employee has towards the entire work situation. Although this type of information may be useful to operating managers, it is not as helpful in attacking the causes of dissatisfaction as knowledge about worker feelings towards the specific or distrainable facts of job satisfaction. Managers can alter the important objects, conditions, or situations affecting global satisfaction only after collecting job facet satisfaction data.

In order to determine the factors in the work environment that are important enough to elicit worker feelings or satisfactions, one researcher has reviewed the empirical literature and determined job satisfaction has, at a minimum, seven important facets.

The seven important dimensions were found to be :-

The work itself

Supervision

The organization and its management

Promotional opportunities

Pay and other financial benefits

Co-workers

Working Conditions.

In another study a group of researchers found that workers have feelings toward five job facets:-

The work itself

Pay

Promotional opportunities

Supervision

Co-workers interaction

The number of facets generally varies slightly from study to study due to the occupational group considered, the number and types of questions asked, and the method by which the responses are analyzed. However, most questionnaires are designed to measure at least five satisfaction facets to managerial, salaried, and hourly employees? This question is important because each work situation and job should be designed to provide for valued and important rewards. The rank order of importance of sixty-eight job characteristics has been examined using inputs from 1311 managerial and supervisory employees, 3,653 salaried workers and 6,192 hourly employees. As reflected in figure given below, considered agreement was found on the priorities of job characteristics. The higher the number beside each characteristic, the more important is that characteristics to the group studied. The figure shown the ranking of the ten highest job characteristics for each of the three occupational groups.

Rensis Likert and his associates have been studying the importance of human behavior concerns such as satisfaction to organizational effectiveness since 1946. Armed with information collected from more than 20,000 managers and 200,000 workers; they have mapped the relationship shown in the figure given below. The researchers have grouped the six human organizational dimensions into casual, intervening and end-result variables, managerial leadership and climate are the casual variables which determine the course of developments within an organization and the result achieved by the organization. Peer leadership, group processes, and subordinates satisfaction are the intervening variables. These variables "reflect the internal state and health of the organization, e.g., the loyalties, attitudes, motivations, performance goals, and perceptions of all members and their collective capacity for effective interaction, communication, and decision seeking. Production efficiency, the end-result variable, "reflects the achievements of the organization, such as its productivity, costs, scrap loss and earnings.
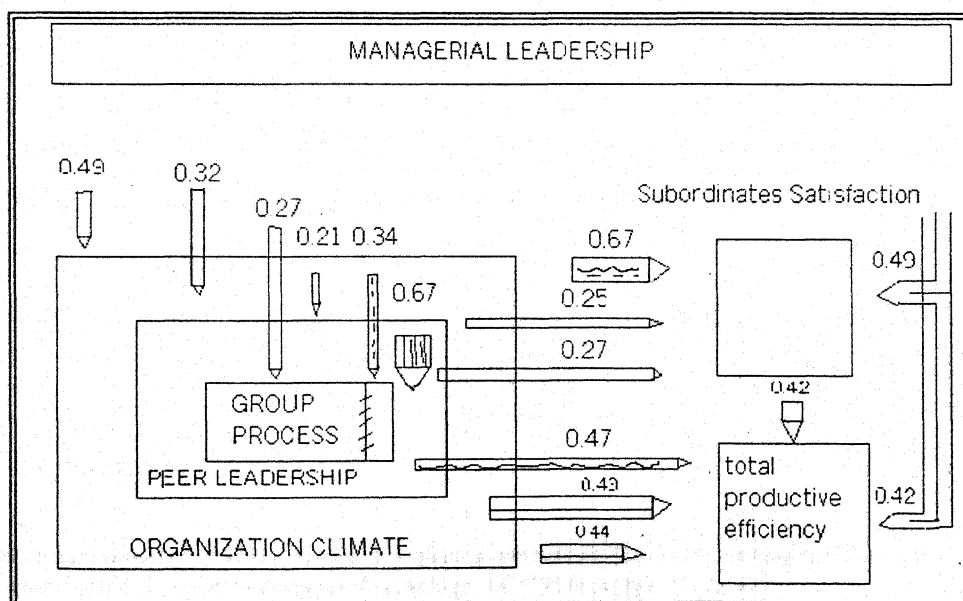
The width of each arrow reflects the degree of influence. The numerical figure next to each arrow is the coefficient of determination, which indicates the relative strength of the relationship. For example, satisfaction is seen to be influenced by managerial leadership, organizational climate, peer leadership, and group processes. Similarly, organizational climate influences peer leadership and group processes. The coefficient of determination of .49 between managerial leadership and satisfaction means that 49 percent of the variation in woke satisfaction is attributed to or explained by managerial leadership. Conversely, 51 percent of work satisfaction can be attributed to factors other than .42 between satisfaction and productive efficiency means 42 percent of the variation of production efficiency is accounted for, stems from or is explained from worker satisfaction. A very serious consequence of job dissatisfaction is turnover. While a lack of satisfaction appears to have an impact upon employee attitude and on the job efficiency, the ultimate expression of employee dissatisfaction is to leave the organization.

G.W. England and C.I. Stein[1] administered an Employee Attitude Questionnaire to 3207 non- supervisory Employees in 26 different companies. The survey covered 11 areas of job satisfaction, namely: -
Working conditions
Company
Pay
Hours
Co-workers

[1] "The occupational preference, Group A neglected concept in Employee Attitude Studies", by G.W. England and C.I. Stein, in Personal Psychology, 14 (1961) pages 299 to 304.

Type of work

Supervision

Promotions

Communications

Recognition

Security

The data obtained were analysed separately for seven occupational groups as follows :-
Professional

Sales

Clerical

Craft

Semiskilled

Labour

Service

The results of this survey showed significant differences among the various occupational groups in terms of the percent answering, "strongly agree" to questionnaire items in the various areas. These differences led the investigators to argue for the use of special attitude scales for different occupational groups, and for the use of occupational norms when analyzing such data.

A study by Z.W. Gruenfeld[2] shows the relative importance of 18 job characteristics to typical industrial supervisors. Gruenfeld had 52 industrial supervisors pair-compare 18 job characteristics. The resulting rank order of the 18 job characteristics was as under :-

Greater opportunity for advancement (promotion).

Better opportunity for education and self-development.

More opportunity to see concrete results of my work.

[2] *"A study of Motivation of Industrial Supervisors" by L.W. Gruenfeld, in Personnel Psychology, 15*

A higher degree of personal responsibility.

More opportunity for independent action.

More opportunity to lead and develop subordinates.

Greater job security.

More opportunity for close association with higher-level management.

Higher wages.

More prestige within the company.

More frequent and closer contact with workers.

More power and authority.

Fewer worries tension and troubles.

Better fringe benefits.

Less need for dealing directly with workers.

More definite and regular working hours.

Safer, cleaner, less fatiguing work.

In Gruenfeld's study of industrial supervisors, higher wages was found to be ninth among the 18 job characteristics investigated. At the top of the list were found greater opportunity for advancement and better opportunity for education and self-development.The results of several different surveys of this type are summarized in the first four columns[3] of Table 4.1 (the columns headed "Relative importance of Factors"). For each group surveyed the table shows the average rank order of importance of each facto that was ranked by individuals in the group. While there is a reasonable amount of similarity in rank orders across the several groups, there are certain noticeable differences. As a matter of interest, it should be noticed that, in general, opportunities for

---

[3] *"Measuring the Factors that make a job interesting" by S.M.F. Chant, in Personnel Journal, 1932, Pages 1 to 4*

advancement and job security were high on most lists, and pay was generally around the middle.

The last column shows the rank order of actual satisfaction as perceived by the people covered by the survey by England and Stein. The data given reflect the rank order of actual satisfaction with the different factors, that is, the relative extent to which the employees perceived the different factors to be fulfilled in their jobs, these data are presented here for comparative purposes, to reflect the disparity between actual satisfaction (from this study) as compared with rank order of importance (as reflected by the others). Some of these differences are of considerable magnitude, and point up the fact that some factors were not being adequately fulfilled in the work situations of the employees in question

In yet another survey employees attached most importance to the following :

i)   Job security

ii)   Compensation

iii)   Opportunities for advancement

iv)   Employee financiasl benefits (insurance and so forth)

v)   Informing employees about their job status.

Frederick Herzberg in his articles "One time How Do You Motivate Employees"? Harvard Business Review, January-February 1968, produced a graphic comparison between the Clusters of factors affecting dissatisfaction and then affecting satisfaction. The hygiene area is to the

left; the motivator area is to the right. There was a scattering of responses, which overlapped into the opposite area, but the predominance of responses on these items was so heavy in the direction shown, that the satisfaction/dissatisfaction dichotomy can be considered valid.

TABLE 4.1

RANK ORDER OF JOB FACTORS OBTAINED FROM VARIOUS STUDIES

Relative Importance Of Factors

Particular	Source Group number	Chant Misc workers 150	Chant Dept store workers 100	Blum & Russ Male 181	Jurgensen Male applicant 3345	Level of actual satisfaction England & Stin Male Employees 3207
Opportunity for advancement	-	1	1	1	2	11
Job Security	-	2	2	2	1	33
Opportunity to use ideas	-	3	3	-	-	-
Opportunity to learn a job	-	4	4	-	-	-
Opportunity for Public service	-	5	7	-	3	2
Type of work	-	-	-	-	-	2
Supervisor	-	6	5	4	7	3
Company	-	-	-	-	4	7
Pay	-	7	6	3	5.5	10
Co-workers	-	8	8	-	5.5	1
Working Condition	-	9	9	-	9	8
Clear work	-	10	11	-	-	-
Working Hours	-	11	10	5	8	4
Easy Work	-	12	12	-	10	-
Benefits	-	-	-	-	10	-
Communication	-	-	-	-	-	5.5
Recepnition	-	-	-	-	-	9

Source: (From John P. Troxell, "Elements of Job Satisfaction; personnel)

115

Mny other studies have been made in an effort to find out what workers like in their jobs. Surely, the large number of attitude surveys that have been made ought to indicate what the workers want their jobs and their company to be like. The difficulty is, however, that worker needs and desires are not static, they are constantly changing from day to day and month to month. Trowel, for example, reports that among urban male workers, there are differences in evaluation of rewards, which work produces, and these differences seem to be related to occupation. To a lesser degree, it appears that these judgments are also related to educational attainment and to income (factors which are mixed with occupation to some extent, so that their separate influences are hard to measure). Table no. 4.3 indicates that there are considerable differences between laborers and professional men in their emphasis on the listed factors of job satisfaction, and that interesting work is felt to be more rewarding to professional and other higher occupations than to laborers. Table no. 4.4 indicates the differences for the same factors when the surveyed workers are ranked by differing income and education, showing that with higher income and more schooling, there is a tendency toward greater importance attached to interesting and challenging work, and less emphasis on steady work, good supervision, and fair treatment.

TABLE NO. 4.2

FACTORS IN JOB SATISFACTION RANKED BY OCCUPATIONAL GROUPS

(Weight ranking assigned to each factors, expressed in percentage)

S.No.	Particular	All Respondents (704)	Labourers (34)	Service workers (50)	Operatives (83)	Crafts men (144)	Sales & clerical (105)	Managers officials propritors (179)	Semi Professional (10)	Professional (99)
1.	Having work that interest me	22.6%	9.0%	20.8%	17.0%	19.3%	25.4%	26.3%	24.6%	28.2%
2.	Knowing that I am doing useful work & doing it well	13.0%	12.1%	14.4%	12.1%	10.0%	13.4%	11.5%	18.2%	19.2%
3.	Knowing that my income from my work will be as high as conditions permit.	12.3	18.0	12.0	16.1	14.7	10.4	12.5	6.4	7.3
4.	Working with congenial people	11.0	14.6	12.7	10.9	10.6	11.7	10.0	10.0	11.2
5.	Knowing that I will win advancement if I deserve it.	9.4	5.2	6.4	6.6	11.1	11.9	11.1	5.4	7.2
6.	Knowing that I shall continue having my job as long as I do my part.	8.8	16.8	17.6	15.1	11.5	5.6	5.1	3.6	3.8
7.	Having a fair and understanding boss	8.5	14.9	7.1	14.4	12.2	6.3	5.0	10.9	3.5
8.	Having work that									

S.No.	Particular	All Respondents (704)	Labourers (34)	Service workers (50)	Operatives (83)	Crafts men (144)	Sales & clerical (105)	Managers officials propritors (179)	Semi Professional (10)	Professional (99)
	chanllenges me	7.8	4.2	3.0	1.9	5.0	9.0	10.4	17.3	11.9
9.	Knowing about important developments that relate to my work	3.4	0.5	1.5	1.5	2.0	3.1	5.9	1.8	5.3
10.	Knowing definitely what is expected of me in my work	3.2	4.7	4.5	4.4	3.6	3.2	2.2	1.8	2.4
	Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Source : *(From John P. Troxell, "Elements of Job Satisfaction; personnel, Vo. 31, No. 3, Nov. 1954, Copy Right Amercian Management Associatio*

TABLE NO. 4.3

FACTORS IN JOB SATISFACTION, RANKED BY GROUPS OF DIFFERING INCOME AND SCHOOLING

(Weighed Ranking Assigned to each factor, expressed in percentage)

S. No.	Particular	Upto 3,999 (165)	4000 to 5,999 (20)	6000 and over (322)	Schooling up to 12 years (490)	Schooling above 12 yrs. (214)
1.	Having work that is interesting	17.1%	19.0%	26.8%	20.4%	27.8%
2.	Doing useful work well	13.6%	17.5%	13.8%	12.2%	15.4%
3.	Knowing that income will be good	12.1%	13.5%	11.2%	12.2%	9.3%
4.	Working with congenial people	11.6%	10.6%	10.3%	11.4%	10.5%
5.	Winring advancement on merit	8.6%	7.9%	10.2%	9.5%	9.6%
6.	Knowing I will keep my job	12.6%	10.9%	5.4%	11.0%	4.4%
7.	Having fair and understanding superior	12.4%	11.3%	4.5%	10.9%	3.6%
8.	Having work that challenges	4.3%	3.9%	11.8%	5.6%	13.0%
9.	Knowing about developments	2.7%	2.0%	4.8%	3.2%	4.1%
10.	Knowing definitely what is expected of me	5.0%	3.4%	1.2%	3.6%	2.3%
	Total	100	100	100	100	100

Source : *(From John P. Troxell, "Elements of Job Satisfaction; personnel)*

John P. Troxell, "Elements in Job Satisfaction, "Personnel, Vol 31, No. 3 November, 1954, Copy right, American Management Association.

Saltonstall has formulated a challenging analysis of basic concepts concerning what workers want from their work. Recognizing multiple loyalties to their own job, to their own work group, to the company and to their union, Saltyonstall lists the following satisfactions :-

(a)   Doing something worthwhile (Goal)

(b)   Trust in leadership

(c)   Doing my share (Participation).

W.W. Ronan[4], in a recent study, collected data from over 11,000 employees of a large multiplant manufacturing concern. A summary of the results is given below :-

S.No.	Managerial Group	Salaried Group	Hourly Group
1.	Generalized job satisfaction factors	Promotion and advancement Possibilities	"Good Job freedom to do work without administrative or procedural burden.
2.	Job Prestige	Pay adequacy	Nature of job linking for specific tasks.
3.	Pay-recognitions (Pay differential with non-supervisory employees)	Nature of job, linking for Specific tasks	Promotion and advancement
4.	Importance of contributions	Effectiveness of supervisor, Technical, planning human relations	Good relations with supervisor
5.	Advancement potential	Management support of supervisor	High earnings
6.	Clearness of Management expectation	Clearness of company expectations and plans	Adequacy or management support for job.
7.	Adequacy of Management support	Lack of personnel troubles	Peer relations on job, avoidance of trouble.
8.	Work load	"Nice" environment people facilities.	
9.	Lack of troubles		

---

[4] *W.W. Ronan, "Individual and Situational variables Relating to Job Satisfaction", Journal of Applied Pychology, Feb, 1970.*

While it is true that there are clear differences in the factors leading to job satisfaction among the managerial supervisory, salaried, and hourly groups, there are great similarities as well.

The interesting thing about such studies is the emphasis they place on the psychological as well as the physical aspects of the work situation. The fact that most groups of workers have common job satisfaction goals has led behavior scientists broadly to characterize human motives leading to the achievement of these into two main groups, physical maintenance or avoidance motives and sociopsychological or psychological growth motives.

Much has been written in recent years regarding this dual aspect of human motivation. In the business area work such as Mc Gregor's "theory X and theory Y", Herzberg's "two-factor Motivator-Hygiene theory", and "Mclelland Need for Achievement Theory" represent this. Although these theories of human motivation differ in their details, they all imply a dual set of motives. On the one hand, every individual tries to maintain comfortable physical conditions, avoiding pain and discomfort, and to achieve some certainty that he will continue to be comfortable in the future. On the other hand, the individual strives to fulfill his inherent potentialities or capabilities, learning, achieving, and experiencing the satisfactions that come from successfully accomplishing a challenging task. A comparison of these two categories of motivation is shown in figure below : -

Category	Aim	Specific Job Needs	Essential Character	How satisfaction is accomplished
AVOIDANCE MOTIVATION.	TO AVOID - Pain - Hunger - Insecurity -Lonliness -Anxiety	1. Money 2.Good working conditions. 3.Good supervision 4. Security 5. A good company in which to work 6. Pleasant co-workers. 7. Good fringe benefits. 8. Status.	A. Related to the context of the job. B. Only temporary satisfaction and then recurrence (what have you done for me Lately)?	1. Continued main- tenance of good working condition, within the limit of FISCAL possibility including human relation practices.
PSYCHOLOGICAL GROWTH MOTIVATION	TO GAIN -Knowledge -Relationship -Creativity -Effectiveness in ambiguity -Individuality -Real growth	1. Achievement 2. Recognition of achievement 3. Work itself 4. Responsibility 5.Advancement 6.Possibility for growth	A.Related to the actual JOB ITSELF B.Continually maintains their power to motivate	1. Job restructuring so as to provide meaningful jobs which permit the use of -Initiative -Maaximum use of abilities. -Creativity. Responsibility. Independence that is, a job in which it is possible to gain a sense of achievement.

The type of satisfaction emphasized by various occupational groups will vary depending upon what opportunities for satisfaction are available to them, what they have come to expect, and what needs have already been satisfied. Attitude surveys suggest that unskilled workers, blue-collar or white-collar, who have relatively little chance for autonomy or advancement, give relativelystrong emphasis on job ssecurity and working conditions. Craft wrokers emphasize the king of job they do, while skilled office workers and semi-professionals are more likely to mention autonomy and the nature of their job.

Service workers stress the social satisfactions derived from the people they work with and meet. Accountants have relatively less opportunity for being creative on their job than do managers, whereas managers, in many cases, are concrened with looking well in the eyes of their peers. Thus, we should not be surprised to find that managers are more concerned with achievement and accountant's with advancement. Along the same lines, managers mention financial rewards much more than do professionals, who stress the content of the job itself. Finally, although executives at all levels, are reasonably well satisfied with their jobs, lower-level executives are considerably more dissatisfied with their opportunities for autonomy and creativity than those further up the ladder. It appears that all workers, regardless of job level, emphasize the maximum that is possible in their occupational category.

Industry has been using for years the promise of physical reward to motivate workers. Financial compensation, fringe benefits, and job security all are effective, and yet, as we look at the list of job-satisfaction factors, we see that physical rewards alone are not sufficient.

Workers have always needed both economic asnd emotional security as well as psychological fulfilment. Now that changing social and economic conditions provide adequate pay, job security, and retirement pensions almost as a matter of right, the worker is free to demand psychological fulfilment as well.

The secret of developing high morale in an organization is to provide satisfaction for employee needs on both levels. On one level the employer must strive to satisfy the employees' physical needs by providing the best pay, working conditions, fringe benefits, and

emotional and financial security as are possible. On the other level, he must strive to satisfy the employees psychological needs by permitting an employee to develop a sense of personal achievement and fulfilment on the job. To do this, explicit recognition must be given to these needs in structuring the organization and in designing jobs in order that in the performance of his work the employee can derive a sense of personal achievement, increase his knowledge and understanding, and take independent action. Obviously it is impossible for all jobs in an organization to contain all these elements, however, it is possible to improve the present state of affairs in which most jobs contain practically none of these elements.

Factors Of Job Saisfacion

An individual's contribution to group tends to be proportional to his ability to find personal satisfaction in the work he does. During his career with the company, a person will tend to be productive to the extent that his work gives him personal returns and satisfaction. When selecting a new man, we owe it as much to him as to ourselves to determine whether he will be able to work productively with others in the group. Is the work such that he will get satisfaction from it? Will he have an opportunity to grow and progress?

It is important to distinguish between satisfaction, investment and intrinsic motivation attitudes. Job involvement can best be thought of as the degree to which a person's total work situation is an important part of his life. The job involved person is one who is affected very much personally by his whole job situation, presumably because he perceives his job as an important part of his self-concept, and perhaps as a place to satisfy his important needs (e.g. his needs of self-esteem). The amount

of satisfaction a person experiences on his job, on the other hand depends on the degree to which his job actually provides the autonomy and growth experiences he feels it should. Intrinsic motivation is a function of the degree to which a person feels the satisfaction of his higher order needs. Job involvement may be thought of as degree to which the job involvement is central to the person and his identity. Intrinsic motivation can be thought of as the degree to which attaining higher order needs satisfaction depends upon performance and satisfaction or the degree to which the needs are actually satisfied.

There have been many studies showing that intrinsic job satisfaction is only one factor of the total job situation. An analysis of job attributes of 6000 industrial workers in a mid western tractor factory in U.S.A. shows that there are four relatively independent factors contributing to satisfaction derived from total job situation. They are intrinsic job satisfaction, satisfaction with the company, satisfaction with supervision, satisfaction with rewards and opportunity for mobility. By far the most comprehensive study of job satisfaction uses a carefully constructed checklist of items descriptive of the total job situation. The Cornell study shows that job situation is composed of five relatively independent aspects of work environment. They are work itself, pay, supervision, opportunity for promotion, and the characteristic of co-workers. Any one of these factors may serve as a source of satisfaction for a given group of employees and as a source of dissatisfaction for another group. Also, these factors shift in their significance to a given individual; that is, what is satisfying today may be dissatisfying tomorrow or the individual's needs and goals change.

Relationship between job performance, intrinsic and extrinsic rewards, perceived equity and instrument ability of rewards in goal attainment and goal attainment and goal satisfaction as is shown in the figure given below: -

PerceivedEquity Rewards
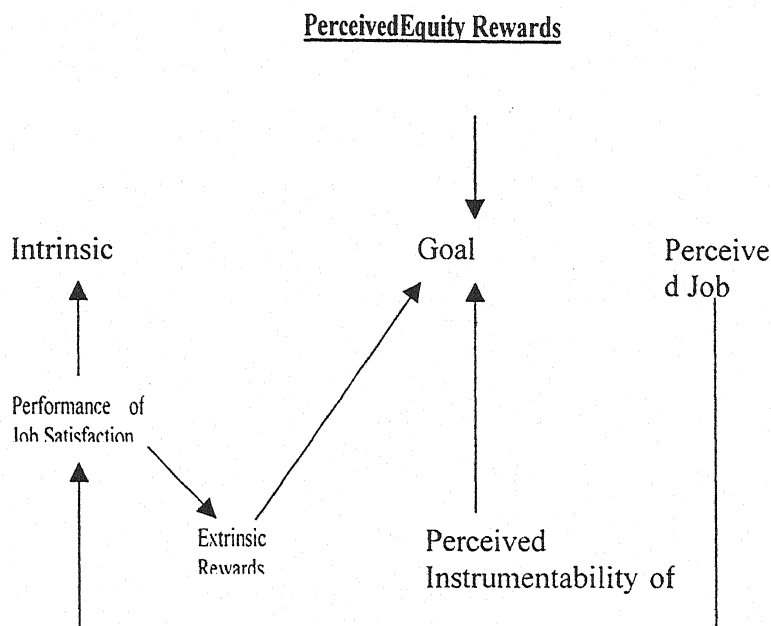
B. DETERMINANTS OF JOB SATISFACTION

When is a job satisfying? At one time, social scientist thought the answer was obvious; a job was satisfying when there was a match between the characteristics of the job and needs of the individual. Recent research suggests the determinants of satisfaction are more complicated than this. To be sure, people and job are the basic elements involved, but it is clear that there are numerous variables between people and their jobs that help determine whether the relationship is satisfying. Whether I am satisfied on my job depends on :-

i) *Expectations:*

If I expect my job to be challenging or well paying, and it is not, then I am dissatisfied. Nevertheless, if I expect it to be dull or low paying, and it turns out that way, my frustration might be minimal.

ii) *Self-Evaluation:*

If I look upon myself as a generally satisfied person or a person who can cope well, I will be unwilling to admit the job can let me down. If I have a generally sunny disposition, this may be reflected in my attitude towards the job.

iii) *Social Norms:*

If other people, particularly people I respect, see my job as a good one – or as one on which I should be satisfied – or if people tell me that what I do is important, then I am more dissatisfied than if we all are in the same boat.

iv) *Social Comparison:*

If all my friends have more challenging job than I have, I will be more dissatisfied than if we all are in the same boat.

v) *Input/Output Relations:*

My satisfaction with my job depends on how I perceive the relationship between what I bring or put into the job (input) and what I get out of it (output). Actually, it may be even more complicated than this. My evaluation of my own input/output ratio may depend upon my evaluation of other people's input/output ratios. If theirs is more favorable than mine is, I will be dissatisfied. At the same time, if I work hard (input) and fail to finish what I sought to accomplish (output) I will be less satisfied than if I merely put in a half hearted

effort. Similarly, if I have trained years to qualify for a job that then pays me very little, I will be less satisfied than if I had very little training.

vi) *Commitment:*

If after careful thought I pick one job from a choice of opportunities, I make a free commitment to it.

vii) *Priming*

If there is a lot of talk about pay among my companions, I am likely to think pay important. If management publicizes, job enrichment programmed. I am likely to think that important – and to be upset when the programme fails to live up to its billing.

All the above factors suggest that job satisfaction an elusive concept. It is related to the context in which the question is raised, reminding us of the old Valued Ville routine. "How's your wife (husband)? Answer, "Compared to what?" However, it is also related to the meaning of work, and even to the meaning of life itself.

C. AGENTS

The three basic agents related to job satisfaction are:

i) The Self.

ii) Supervisors, co-workers and subordinates.

iii) Company and Management.

The Self

One of the most unrehearsed subjects in the area of job attitudes is the individual's view of himself and the way in which this view affects what

he seeks for pleasure on the job and how various job experiences and conditions affect him. The concept of self-esteem is clearly a crucial factor in this regard. A.K. Korman[5] has argued that whereas high self-esteem employees get more pleasure from task success than from failure, low self-esteem persons do not.

One could predict that high self-esteem persons as compared to low self-esteem persons would:

Be more likely to value challenging tasks.

Find the pleasure resulting from achievement to be more intense and enduring.

Be more likely to want promotions for reasons of justice and desire for more responsibility and less likely to want them for status reasons.

Be less likely to value prestige approval, and verbal recognition as a source of self-assurance.

Be less emotionally affected by criticism.

Experience fewer conflicts and feelings of anxiety on the job.

Be less defensive and employ fewer defense mechanisms.

Personality theorists are now researching the whole issue of attribution of causality on a wide scale. Many investigators have found that people tend to dissociate themselves from failure by projecting it onto external sources. The defense mechanism is motivated by the desire to protect self-esteem threat. C. Argyrols has argued that individuals will

---

[5] "Task success, Task popularity and self esteem, as influence on task liking" by A.K. Korman, Journal of Applied Psychology, 1968, 52 pages 484 to 490.

experience pleasure with success only to the degree that they perceive themselves as casually responsible for it.

Supervisors, Co -Workers And Subordinates

It has been found consistently that subordinates like supervisors who are "consideration" and "Employee Centered". The term consideration emerged from the "Ohio State Factor Analytic Studies". The items in the consideration scale involve such supervisory traits or actions as friendliness, praising good performance, listening to subordinates' opinions and taking a personal Interest in them (Fleishman[6], 1972). The term Employee Centered Emerged from the Michigan Studies and has a similar meaning.

While not denying the above findings, a somewhat different perspective on the issue is taken here. This perspective is based on a distinction between two different types of human relationship; these types may be called "Functional" and "Entity" relations. The philosophical base for it was laid by Aristotle in his Nichomachean Ethics, who distinguished among three types of friendship; "Friendship of utility" was those in which the attraction was based on what each person could do for the other. "Friendships of Godness" were those based on mutual admiration of the other's virtues and values. These two types correspond closely to the concepts of functional and Entity attraction, respectively. Aristotle's third, intermediate type was called "Friendship of Pleasure" and involved a shallow, short-term, emotions attraction between individuals based on the pleasure and amusement they could provide for one another (e.g. adolescent love.)

---

[6] *"Patterns of Leadership Behaaviour related to Employee grievances and turn- over" by E.A. Fleishman, Personal Psychology, 1962, 15 page 53 to 56*

In a functional relationship the bond between two (or more) persons consists of specific service they can provide for each other, for example, a shopkeeper providing a customer with a product in turn for money. An exchange of specific actions or material values is involved. Each person is valued for what he can do for the other rather than as an end in himself.

In an Entity relationship, the bond is between persons, not services. The attraction is based on mutual liking of or admiration for the other person qua person rather than on exchange of specific services. The attraction is to the other person as a whole rather than to any particular extrinsic value he can provide. Romantic Love would be the most clear-cut example of an Entity relationship; a friendship (though less intense than a Love relationship) would be another example.

Long-term Functional relationships which entail extensive and frequent contact among the parties can develop into entity relationships as, for example, in the case where a scientist falls in love with his research assistant or a doctor with his nurse or patient.

It is typical for both types of relationship to play a role in determining the degree of attraction between supervisor and subordinate and among co-workers at the same hierarchical level, specifically :-

i)   Since the basis of a functional attraction is the gaining of values, a subordinate will like his superior to the extent that he sees the superior as providing him with or helping him to attain important job values. These values can be divided into two broad classes :-

i. Task – related Values: Interesting and challenging work, help in attaining work goals, freedom from interruptions, good equipment, etc.

ii. Rewards for task performance: Promotion, pay raises or high earnings, verbal recognition. In this model, the supervisor is seen as a "Value facilitator". Thus, this is an "Instrumentality" approach but in a more direct way than has been the case in previous studies. One contribution of Herzberg's theory is that it views the supervisor as having a new role (one not recognized by most previous theorists) – that has a task or job enriched.

The concept of value facilitation would also explain the attitude of a supervisor toward his subordinate (an issue seldom researched by industrial psychologists). A supervisor should value his subordinates to the degree that they help to attain the supervisor's work goals. Thus, supervisors should like subordinates who are reliable and competent unless they are seen as a threat and cooperative in accepting and competing work assignments. Similarly, employees should like co-workers who help them with their work tasks or to achieve some common goal and who facilitate their getting rewards.

ii) "Entity relationships" are based on attraction between persons qua persons, rather than persons qua value facilitators. A superficial type of Entity attraction to another person will generally occur when that other person has a "nice

personality" viz; when he is pleasant, friendly, polite, benevolent, and the like, providing he is viewed as sincere. A more profound type of entity attraction, however, requires a perception of fundamental similarity in basic attitudes, values, or philosophy (Byrne[1], 1969). Individuals are generally attracted to and feel most comfortable with people who are "like them" or " see things". Certain actions of one person toward another may facilitate attraction even though they no direct functional significance. One of these is taking a personal interest in the other person. Examples of such actions on the part of a supervisor would involve interactions with his subordinates, which were not directly job related or required by the job for example, asking about and being aware of his subordinate's health or personal problems; discussing personal matters; discussing off-the-job activities; being aware and considerate of the subordinate's idiosyncrasies, personal tastes, preferences, and feelings.

It is logical to assume that the greatest degree of overall liking for another person in the work place will arise when both entity and functional attractions are high. However, it is clearly possible to like, for example, one's supervisor "as a supervisor" but not "as a person", and vice versa.

The above distinction between functional and entity relationships suggests a somewhat different method of

---

7. "Attitude and Attractions" by D. Byrne in Advances in Experimental Social Psychology, vol. 4, New York, Academic press, 1969, Page 36 to 89.

designing "attitude toward the supervisor" questionnaires thus has been followed therefore.

A functional type of questionnaire would determine the degree to which the supervisor is seen as

facilitating, inhibiting, or not affecting sub-ordinate value attainment; while an entity questionnaire would look at the degree to which the supervisor is perceived as sharing the values of his subordinates and taking a personal interest in them.

Many of the supervisory characteristics found by previous investigators to be related to employee satisfaction can be interpreted within his framework. Others, such as participation, may fit into both, depending upon the context. for example, participation gives the subordinate more influence, especially with respect to task values, but it may also be interpreted as indicating that the supervisor is concerned with his personal feelings and opinions.

Company And Management

All of the "Functional activities" described above as applicable to supervisors would also apply to the organization as a whole. The organization can determine the nature of the individuals work tasks, his work load, his degree of responsibility, his promotional opportunities, his rate of pay, and the physical condition of work. In

fact, the organization has more ultimate control over these factors than does the employee's immediate supervisor.

The concept of entity attraction does not apply as obliviously to the relationship between an employee and the organization as it does to that between an employee and his supervisor, since the former is a more impersonal type of relationship than the later.

Two other concepts that have been used to describe organizational policies are:

(a)   Role conflict, the degrees to which role expectations are incompatible of self-contradictory.

(b)   Ambiguity, the degrees to which role expectations are vague, unclear, or undefined. Both have been found to be associated with job dissatisfaction (House and Rizzo, 1972)[8] .

Benefits have not been found to have a strong influence on job attitudes, although there may be exceptions for certain categories of employees (e.g., pre-retirees vis-à-vis the pension plan, etc.).

Summary

Job satisfaction results from the attainment of values, which are compatible with one's needs. Among the most important values or conditions conducive to job satisfaction are:

Mentally challenging work with which the individual can cope successfully.

Personal interest is in the work itself.

Work, which is not too physically tiring.

---

[8] *"Role conflict and ambiguity as critical variables in a nodel of organizational behabiour" in Organizational Behaviour and Human Performance, 1972, Page 467 to 505 by R.J. House and J.R. Rizzo.*

Rewards for performance, which are just, informative, and in line with the individual's personal aspirations.

Working conditions which are compatible with the individual's physical needs and which facilitate the accomplishment of his work goals.

High self-esteem on the part of the employee. Agents in the work place who help the employee to attain job values such as interesting work, pay and promotions, whose basic values are similar to his own, and who minimize role conflict and ambiguity.

Opponent-Process Theory

Landy (1978) proposed a radically different job satisfaction theory. He said that the causal basis of satisfaction is physiological, involving the central nervous system. An individual's satisfaction will change over time even though the job remains constant. As an example, a job tends to be more interesting during the first few weeks than it is after several years. This reaction had been simply dismissed as "boredom", but no explanation was provided. Landy suggested that there is mechanisms within individuals that help them maintain emotional equilibrium. Since satisfaction and dissatisfaction are, in part, emotional responses, these mechanisms are thought to play a role in job satisfaction.

Opponent-process refers to opposing processes for dealing with emotion. For example, if a person is very happy, there is a physiological response opposing this emotional state and attempting to bring the person back to a neutral level. Extreme emotion positive or negative is seen as damaging to individuals. Physiological mechanism sere designed to protect a person from these extreme states. Landy suggests that the reason people differ in job

satisfaction is that they differ in terms of the stage of their protective physiological function.

When a stimulus (a job) is introduced, it produces an emotional reaction, either positive or negative. Once the emotion exceeds a certain level, an opponent process automatically brings it under control. When the stimulus disappears (a person stops work for the day), the emotion stops and the opponent process recedes. In theory, each time the protective mechanism is activated, it becomes stronger. Thus, it is more intense in reducing extreme emotion over time. That is, a person become more neutral about a job the longer he or she is in it. If Landy's theory is right, we have an explanation for boredom on the job. Many people assume that a job loses its stimulating effect over time, resulting in boredom Opponent-process theory suggests that the degree of stimulation in uncharged, but the opponent process become stronger. Therefore, it is not jobs per se that are boring but people's repeated exposure to the same job which results in a very strong physiological response that prohibits elation or pleasure.

Virtually no data exist on the validity of Landy's theory. The theory explains boredom, but it does not explain why people become more satisfied or dissatisfied (not bored) with their jobs over time. In addition, we know that some people who have been on the same job for a long time are very pleased or displeased. It is too early to judge the theory for explaining job satisfaction. It seems useful in explaining some aspects deficient in explaining others. But this criticism can be leveled at any theory of job satisfaction. Landy's is a fresh approach. It illustrates how I/O psychologists might draw on other sciences to explain phenomena of interest.

CHAPTER - V

VALUES / VARIABLES

a.) Values /Variable

b.) Need Value Conflict

c.) Job Satisfaction as a Department Variable

d.) Satisfaction and Productivity

e.) Satisfaction and Absenteeism

f.) Satisfaction and Turnover

g.) Satisfaction and Accident

h.) Job Satisfaction and Personality

i.) Satisfaction and life Satisfaction

j.) Job Satisfaction and Job Behavior

CHAPTER – V
VALUES/VARIABLES

A. VALUES / VARIABLES

Job satisfaction results from the perception that one's job fulfils or allows the fulfillment of one's important job values is providing and to the degree that those values are congruent with one's needs.

The concept of need must be distinguished from the concept of value. A value "is that which one acts to gain and/or keep". One regards that as conducive to one's welfare. A value is what a person consciously or subconsciously desires, wants, or seeks to attain. Thus, while needs are "objective" in that they exist regardless of what one wants, values are "subjective" in the sense that they are "in consciousness" that is, they are standards in the person's conscious or subconscious mind. While needs are innate, values are acquired. Thus, while all men have the same basic needs, men can differ in what they value. While his needs confront man with the requirement of action, his values determine his actual choices and emotional reactions.

A number of theorists have stated explicitly that it is the (perceived) job situation in relation to the individual's values that is the most direct determinant of job satisfaction. Most of them use that term as if it were synonymous with the term value.

Despite extensive theoretical and empirical support for the general view that satisfaction results from value attainment, it is not the whole story. Several further issues remain to be discussed, namely; what is the

relation of value importance to satisfaction? How do the various value judgments that an individual makes combine to produce overall job satisfaction? Moreover, what happens when an individual's values contradict or conflict with his needs?

To answer these questions, the concept of value is being discussed in more detail. All values must have two attributes: " content" or what is wanted or valued, and "Intensity", or how much it is wanted or valued. An individual's values, ranked as to importance, would represent his "value hierarchy".

Every emotional response reflects a dual value judgment. The discrepancy or relation between what the individual wants including how much he wants and what he perceives himself as getting, and the importance of what is wanted or that amount of what is wanted to the individual. A person is not always conscious of his values, a fact which makes for severe measurement problems; and a person's values are interrelated in that the reason a person values one thing may be that it is a means of gaining some more fundamental value e.g., achievement in work brings a sense of efficacy. Thus, a given value does not operate independently of the person's total value system. The accurate estimates of affect intensity e.g., degree of satisfaction reflects both percept or cognition value discrepancy and value importance. If this is the case, then overall job satisfaction would be the sum of the affect ratings pertaining to the individual job elements. Weighting, the individual job satisfaction estimates by value importance would be, in this view, redundant since importance is already reflected in these ratings. This is true only if satisfaction is measured in such a way that it reflects the actual amount of pleasure produced by a job element or gained from a

job experience. Furthermore, two different meanings of the term importance must be distinguished, (a) important in an abstract sense in the context of the person's value hierarchy and (b) important to change right now.

The concept valorization is discuss about satisfaction (hypothetically) with pay and temperature as a function of value-percept discrepancy and importance. Observe that the shape of the function depends (in part) on the particular value involved. The pay functions are linear, because most people cannot get "too much" pay. In contrast, the temperature functions are bell-shaped, because people prefer moderate temperature to extreme ones. Functions with other shapes are also possible and such shapes will differ not only different values but for different individuals.

It will be noted that importance affects the relative intensity of satisfaction or dissatisfaction produced by a given percept value discrepancy. The slope of the pay function is steeper for those who consider pay to be more important. In the case of temperature, the quadratic trend is stronger for those who consider temperature more important.

Importance, therefore, affects the range of affect, which a given value can produce. Given a random distribution of percept-value discrepancies, more values that are important will lead to greater overall variability in affect than less important values. This relationship is represented graphically in affect variability may explain the findings that; the correlation between satisfaction with more important values (or needs) and overall satisfaction is higher than the corresponding correlation (s) for less important value (or needs) and overall satisfaction is higher than the corresponding correlation(s) for les important values,

and that the correlation between various job attributes ad satisfaction is higher for individuals who want them more than for those who want them less.

The foregoing analysis provided a possible solution to the conflict between what Victor Vroom has called the "subtracting" model and the "multiplicative" model of satisfaction. The subtractive model view affect as a function of percept (cognition) value discrepancy (or "need" fulfillment) alone, but ignores the effect of value importance. The multiplicative model views satisfaction as a function of product of the perceived amount of the value (offered by the job), and value importance but ignores value-percept discrepancy. Both views fail to distinguish between the amount of the value wanted by the person and how much the person wants the amount, that is, the importance of the value of (or the desired amount of it) to him. These two elements may be correlated but they are not identical, (further confounding of these two concepts may easily occur in the process of measurement, so that subjects asked to rate discrepancy may implicitly "weight" it by importance; similarly, subjects asked to rate importance may implicitly include a rating of discrepancy).

Thus, if S stands for satisfaction, Ve stands for value content (including the amount wanted), P stands for the perceived amount of the value provided by the job. And Vi stands for value importance, the subtractive model asserts that:-

S = Ve - P

While the multiplicative model claims that

S = Vi x P

And in the general from Edwin A Licke[1] expresses it as $S = (Ve - P) \times Vi$ with the qualification that the point(s) of inflection and the point (s) of neutrality (no satisfaction, no dissatisfaction) would have to be discovered empirically in order to correctly determine the direction of the importance weighting. Depending upon the particular value standard used in the formula, and the shape of the functions, either the absolute or the arithmetic Ve - P difference might be appropriate.

While the above model offers something approaching an integration of the subtractive and multiplicative models, the actual formula presented above is misleading in that it assumes ratio scale measurement of variables which are hard to measure even on an ordined scale. Furthermore, the formula pertains only to single values, whereas most emotional reactions are the results of multiple value appraisals.

B. NEED-VALUE CONFLICTS

Job satisfaction is a function of value attainment. However, since it is the existence of needs which give rise to the requirement of action, and, therefore, to the requirement of pursuing values, it would be self-contradictory to claim that any value was as good as another or that all values will yield that same degree of pleasure once attained. This becomes obvious as soon as one grasps that the ultimate biological function of man's values is to direct his actions and choices to satisfy his needs.

It is also clear that not all men value that which they need. For example, it is obvious that the basic values of alcoholics and drug addicts are

---

[1] *Hanbook of Industrial and organizational Psychology by Marrin D. Dunnette, R and Menally College Publishing Company, Chicago, page 1306.*

blatantly self-destructive. Since need frustration results in pain or discomfort (either psychological or physical), any pleasure gained from attaining a value which contradicts or is incompatible with a need will necessarily be diluted in quality or quantity or duration as compared with a value that is compatible with one's needs.

This diminution in pleasure may not be noticed in the short run, but should, other things being equal, become increasingly manifest in the long run. For example, in the realm of physical needs the effects of insufficient rest or a poor diet may not be noticed for days or weeks or even years, but eventually one will pay the price. The same principle applies to Psychological needs. A man who, for instance, evaded every psychological conflict and threat by the use of defense mechanisms might "get away with it" for a while, in that his anxiety would be temporarily reduced, but ultimately he would become incapable of coping with reality and would become neurotic or psychotic.

C. JOB SATISFACTION AS A DEPENDENT VARIABLES

When considering job satisfaction as a dependent variable, we seek an answer to the question; what work related variables determine job satisfaction? The more important factors conducive to job satisfaction include mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.

(i) ***Mentally Challenging Work*** : Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they

are doing. These characteristics make-work mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

(ii) **_Equitable Rewards_** : Employees want pay systems and Promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Of course, not everyone seeks money. Many people willingly accept less money to work in a preferred location or in a less demanding job or to have greater discretion in the work they do and the hours they work. But the key in linking pay to satisfaction is no the absolute amount one is paid; rather it is the perception of fairness. Similarly, employees seek fair promotion policies and practices. Promotions provide opportunities for personal growth, more responsibilities, and increased social status. Individual who perceive that promotion decisions are made in a fair and just manner, therefore, are likely to experience satisfaction from their job.

(iii) **_Supportive Working Conditions_** : Employees are concerned with their work environment for both personal comfort and facilitation doing a good job. Studies demonstration that employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at either extreme viz., having too much heat or too little light. Additionally, most employees prefer working

relatively close to home, in clean and relatively modern facilities, and with adequate tools and equipment.

(iv) ***Supportive Colleagues*** : People get more out of work than merely or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction. The behavior of one's boss also is a major determinant of satisfaction. Studies generally find that employees satisfaction is increased when the immediate supervisor is understanding and friendly offers praise for good performance, listens to the employee's opinions and shows personal interest in his or her employees.

D. JOB SATISFACTION AS AN INDEPENDENT VARIABLE

Manager's interest in job satisfaction tends to center on its effect on employee performance. Researchers have recognized this interest. So we find a large number of studies that have been designed to assess the impact of job satisfaction on employee productivity, absenteeism, personality, job behavior, job performance and turnover.

E. JOB SATISFACTION AND PRODUCTIVITY

The early views on the satisfaction-performance relationship can be essentially summarized in the statement "a happy worker is a productive worker". Much of paternalism shown by managers in the 1930s, 1940s, and 1950s- forming company bowling teams and Credit Unions, having company picnics, providing counseling services for employees, training supervisors to be sensitive to the concern and problems of subordinates;

was done to make workers happy. However, belief in happy worker thesis was based on more of dreaming than hard evidence.

A careful review of the research indicates that if there is a positive relationship between satisfaction and productivity, the correlations are consistently Low-in vicinity of 0.014.[2] "Work and Motivation" by Victor H Vroom in "psychological Bulletin", March 1985, P-251-273 (Article). However, introduction of moderating variables has improved the relationship. For example, the relationship is stronger when the employee's behavior is not constrained or controlled by outside factors. An employee's productivity on machine-pace jobs, for instance, is going to be much more influenced by the speed of the machine than his or her level of satisfaction. Similarly, a stockbroker's productivity is largely constrained by the general movement of the stock market. When the market is moving up and volume is high, both satisfied and dissatisfied brokers are going to rigs up lot of commissions Conversely, when the market is in the doldrums, the level of broker satisfaction is not likely to mean much. Job level also seems to be an important moderating variable. The performance-satisfaction correlations are stronger for higher-level employees. Thus, we might expect the relationship to be more relevant for individuals in professional, supervisory, and managerial positions.

Productivity is one of those terms that seem intuitively obvious but become very difficult to put one's finger on when an exact definition is required. The trouble is that any employee's action that furthers management goals can be described as productive. True, many blue-

---

[2] *"Work and Motivation" by Victor Vroom in "psychological Bulletin", March 1985, Page 251 to 273.*

collar and direct sales jobs offer concrete measures of employee effectiveness, but how does one measure the productivity of a receptionist, an accountant, or, for that matter, an executive? The approach taken by businessmen and scientists alike has been to measure aspects of behavior, which are directly quantifiable, and then assume that their behaviors have a more or less significant relationship to "true" productivity, that is to the return on the investment required to have the employee there in the first place. The following list of productivity measures is by n means exhaustive. It merely illustrates the range of employee behaviours that have been related to productivity in he past.

(a) *Direct Production measure:*
  (i) Units of production-manufactured parts, typed letters, number of sales, etc.
  (ii) Average earnings – hourly (for piecework), monthly, and yearly.
  (iii) Percentage efficiency-performance above or below norm.

(b) *Indirect Production Measure:*
  (i) Supervisory ratings.
  (ii) Peer ratings.

(c) *Personnel actions:*
  (i) Terminations-total, rate per unit of time.
  (ii) Tenure.
  (iii) Absence-excused, unexcused.
  (iv) Tardiness.

(d) *Cost factors:*
  (i) Sick leave.
  (ii) Medical claims.
  (iii) Infirmary calls-"glodgricking".

(iv) Lost-time accidents.

(**v**) Equipment breakdowns.

(e) ___Conflict measures:___
   (i) Grievances.
   (ii) Disciplinary actions.
   (iii) Strikes.

Most of these measures really have very little to do with production, relating rather to the apparent ability of the employee to do his job. With the exception of the direct measures, all of the factors are related to costs rather than to income, to counter-productive behaviors rather than to productive behaviours. But, for many jobs-service job in particular-this is all that is required. Using the receptionist as an example, we are primarily concerned that she be there, regularly on the time, rather than that she be directly "productive".

If we correlate our measures of job satisfactions with measures of productivity, in the hope that we will find a causal or even a systematic relationship, we are in for a surprise. Vroom, in a comprehensive review of the relevant behavioral science literature, showed that the only production oriented factor that had a consistent and significant relationship to measures of job satisfaction was employee turnover, the higher the morale, the lower the turnover. Also now we can say that productivity leads to satisfaction rather than the other way around.

F. SATISFACTION AND ABSENTEEISM

We find a consistent negative relationship between satisfaction and absenteeism, but the correlation is not high, usually less than 0.40. While it certainly makes sense that dissatisfied employees are more

likely to miss, work, other factors have an impact on the relationship and reduce the correlation coefficient. An excellent illustration of how satisfaction directly leads to attendance, where there is a minimum impact form other factors, is a study done at sears, Roebuck[3]. Satisfaction dates were available on employees at Sears's two headquarters in Chicago and New York. Additionally, it is important to note that Sears' policy was not to permit employees to be absent formwork for avoidable reasons without penalty. The occurrence of a freak April 2 snow storm in Chicago created the opportunity to compare employee attendance at the Chicago office with personnel in New York where the weather was quite nice. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built in excuse not to come to work, the storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparison of attendance records for satisfied and dissatisfied employees at two locations- one where you were expected to be at work (with normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, where there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have home. The study found that, on this April 2 day, absenteeism rates in New York (the control group) were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction were negatively correlated with absenteeism.

---

[3] "Work attitudes as predictors of Attendance on a specific Day", by F.J. Simth, in Journal of Applied Psychology" Feb. 1977, page 16-19.

Satisfaction with pleasurable work experience can increase the desire to attend work and thereby reduce the rate of absenteeism. For the same reason, one managerial strategy for reducing absenteeism is to try to increase job satisfaction by improving an individual's work environment to the point where it is perceived as meeting needs and expectations.

The results of ten studies examined by Victor Vroom[4] were somewhat equivocal. Four studies tended to support the notion of a negative relationship between the amount of job satisfaction and the degree of work absenteeism. However, three studies did not support this premise, and three others indicated that the magnitude of an absenteeism-satisfaction correlation could be demonstrated to be a function of such other variables as the type of absenteeism used and the sex of the workers.

G. SATISFACTION AND TURNOVER

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism[5]. Yet, again, other factors such as labour market conditions, expectation about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.[6]

Evidence indicates that an important moderating variable on the satisfaction-turnover relationship is the employee's level of

---

[4] Industrial Psychology, its theoretical and social Foundations" by James C. Naylor and Milton L. blum, A. Harper International Education, Harper and Row, New York Page 373

[5] "Review and Conceptual Analysis of the Employee turnover Process" an article by W.H. Mowey, R.W. Freffeth, H.H. Hand and B.M. Megline in "Psychological Bulletin", May 1979, page 493-552.

[6] "Unemployment, job satisfaction and Employee turnover: A Meta – Analytic test of the Muchinsky Model" an Article, by J.J. Carsten and P.F. Spector, in Journal of Applied Psychology, August 1987, page 374-381.

performance[7]. Specifically, level of satisfaction is less important in predicting turnover for superior performance. The organization typically makes considerable efforts to keep their people. They get pay rises, praise, recognition, increased promotional opportunities, and so forth. Just the opposite tends to apply to poor performers. Few attempts are made by the organization to retain them. There may even be subtle pressure to encourage them to quit. We would expect, therefore, that job satisfaction is more important in influencing poor performers to stay than for superior performers. Regardless of level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise and other rewards gives them more reasons for staying.

There are times when turnover can be of value to the organization. It can, for example, be an opportunity to bring replacements with creative ideas and new energy into the work unit. It may also reduce conflict by removing dissatisfied employees from the work setting and/or increased morale by providing position vacancies into which continuing employees may advance. Thus, Turnover should not be viewed as an entirely negative phenomenon. Rather, it should always be addressed congenially and with adequate consideration for its potential positive as well as negative consequences.

H. SATISFACTION AND ACCIDENTS

Not much data is available which relate accident data to job satisfaction. Victor Vroom reports only two studies, one of which found substantial negative relationships and another which found no relationship at all.

---

[7] *"Performance as a Moderator of the Job satisfaction turn-over Relationship", an article, by D.G. Spencer and R.M. Steers, Journal of Applied Psychology, August 1981, page 511-514.*

Accidents as a criterion measure usually leave much to be desired since there is considerable evidence that most accidents are caused simply by chance factors

I. JOB SATISFACTION AND PERSONALITY

One of the most serious omissions in job satisfaction research has been the consideration of personality as an important influence.

A well-known organizational Psychologist has commented as follows on managerial satisfaction :

"If we are to make real progress in understanding managerial satisfaction, we must reject the assumption that these differences are attributable solely to job content or work environment, and start looking at individual differences among managers in motives and abilities ………. It seems likely that we will find the effects of dimensions of the managerial role on satisfaction will vary markedly with differences in the personality of its occupant."

The study of personality and the study of job satisfaction are each very complex when investigated while research has been done concerning the relationship of personality and job satisfaction, the results have been too mixed to draw many useful conclusions.

It is known that personality is very important in job performance and job choice. In some instances occupational choice and occupational satisfaction are seen as being closely related, as noted below :-

"The problems of occupational choice and occupational satisfaction seem inseparable in attempting to predict occupational choice (or

experiencing the process of vocational choice). One is, in effect, trying to identify a priori the occupation in which a person will obtain satisfaction."

Some experts believe that the impact of an individuals personality is dissipated during the vocational choice process. In other words, personality will have more of an impact upon the vocational choice than upon the job satisfaction experienced after the choice has been made.

One possible influence of personality on satisfaction can be partially explained by the role of one's self-concept. The self-concept is a dimension of personality, which has received some attention in the explanation of job choice. People have a certain image of them and attempt to find a job, which is compatible with this image. If the match between image and job is successful, an individual will be satisfaction with the vocation. If the self-image and the job are not compatible, the person will be dissatisfaction. One expert elaborates: -

"Individuals will tend to find more satisfying those jobs and task roles which are consistent with their self-cognitions. Thus, to the extent that an individual has a self-cognition of himself as a competent, need satisfying individual, than, to start extent, he will find more satisfying these situations which are in balance with these self-perceptions."

This implies that a person will be dissatisfied with a job which is not compatible with his or her self-image. Since dissatisfaction leads to absenteeism and turnover, at least one aspect of personality has shown some influence on employed behaviour. Much more research is needed on this topic before managers are able to work with the complex topic of personality.

J. JOB SATISFACTION AND LIFE SATISFACTION

Is there a relationship between job satisfaction and life satisfaction? It seems reasonable to assume that individuals who are happy with their job would tend to be happy with their life in general (or the individuals who are happy with life in general happy with their job situation). Alternatively, people who dislike their jobs also tend to dislike, important things in their life, for example, family and leisure activities.

One study did find that unhappy workers were also unhappy with life in general[82]. More importantly, the study concluded that job satisfaction influence life satisfaction more than life satisfaction influences job satisfaction. The relationship is especially significant when unhappy workers attach high importance to their jobs. When a worker attaches high importance to the job while, at the same time, being dissatisfied with it, general life discontent could very well develop. In the 1960s, it was thought that a dissatisfied worker would compensate for job discontent through rewarding activities outside of the organization. Such as becoming more family oriented and getting, more involved with fraternal and voluntary organizations or community projects. The above-mentioned study argues against that idea. Dissatisfied workers on the job were dissatisfied in life as well. Satisfied workers on the job were also satisfied with life.

Specifically, the study place foremen into two groups. The unhappy, dissatisfied foremen were in-group A, while the happy satisfied foremen were in Group B. Each individual completed a job satisfaction and life

[8] *"Some Relationships Between Job and Life Satisfaction", a study by Benjamin Iris and Gerald Barrett, Journal of Applied Psychology, 56, No. 4, 1972, page 301-304.*

satisfaction questionnaire, plus a questionnaire about job importance. Group A foremen who did not place high importance on the job were happier off the job than the group A members who did place high importance on the job. These foremen simply protected their mental health through giving up thoughts of an improved work situation. They resigned themselves to their situation. The researchers explain:-

"Those men who were in a work environment that provided little job satisfaction (foremen group A) were more likely to be dissatisfied with other aspects of their life if they felt aspects of the job such as promotion, supervision, and work to be important for their job satisfaction.

"It would appear that when men are in a job situation that provides little satisfaction, disavowing the importance of the job might be healthy response".

In other words, for workers who find little satisfaction or the possibility of satisfaction in the work situation, it may be best to attach less importance to the job. Infact, it could very well help the stability of a work environment where the jobs are typically repetitious and boring. This phenomenon of disavowing the importance of work has been found to help the outlook of many of the workers who not wanting promotions and advancement were happier and more content than others who placed high importance on challenging jobs, promotions, achievement, and the like.

It is, of course, possible to have life satisfaction without having much job satisfaction, but those who have more life satisfaction. Once again, the determination of job satisfaction and, therefore, life satisfaction, to

some extent seems to be dependent upon the expectancies of the individual and how those expectancies match up with reality.

K. JOB SATISFACTION AND JOB BEHAVIOUR

It seems intuitively reasonable that since workers derive different levels of satisfaction form their work **JOB SATISFACTION AND LIFE SATISFACTION** costs" of the corporation. People tend to approach or return to satisfying situations and avoid unrewarding or punishing situations. Unfortunately, the relationship between satisfaction and task performance is not always as clear cut as the one between satisfaction and costs.

The levels of performance and satisfaction are affected by different factors. Performance is influenced by effort, abilities and skills, and problem-solving approaches. Satisfaction is influenced by perceived equity of rewards. Performance and satisfaction may be related if the organization clearly ties rewards to task performance and makes this visible to employees. Sales people compensated entirely on a commission basis and other workers paid on an incentive pay plan or on a piece-rate system are good examples of linking performance and rewards.

Different line of reasoning is advanced by a pair of social psychologists. They believed that workers belong to four social structures:-

(i)   A system outside of the plant and within the plant.

(ii)   A system of relationships with other workers.

(iii)   A system of formal union structure.

(iv)   an organizational system of the company itself.

High performance is commonly believed to be a means of acquiring social status, recognition, and prestige in the social system outside the plant. However, generally the workers are not motivated towards prestige or social status outside of the plant but are motivated toward status in the peer group within the plant. Work dissatisfaction may lead to the reactions like, seeking a transfer, being absent or late, taking rest breaks and quitting.

Job Satisfaction And Personal Variable

Several studies dealt with the relationship between job satisfaction and such personal variables as age, race, and sex. The results are only moderately consistent. That is, we cannot say that males are always found to be more satisfied than females or whites more than blacks. In one study, a given group will be found to be more satisfied than another group, yet these findings may be reversed in another study. However, we will examine some findings in detail and try to explain the results.

Age

The results from some studies (e.g., Hulin & Smith, 1965; Gibson & Klein, 1970) suggest that global satisfaction increases with age, especially for males. Thus, the most dissatisfied workers are the youngest, the most satisfied are those nearing retirement. Glenn, Taylor, and Weaver (1977) reported similar findings for females.

The relationship between job facet satisfaction and age is not so uniform. Hunt and Saul (1975) reported that satisfaction with work, supervision, working conditions, and co-workers increased with age in a sample of males, but the only significant positive relationship for females was for satisfaction with work. Satisfaction with promotion

opportunities was negatively related to age for both sexes. There was no relationship between are and satisfaction with pay for males; a negative relationship was found for females. Muchinsky (1978) reported somewhat different results. He found that older employees were least satisfied on four of the five scales of the JDI (supervision, pay, promotions, and co-workers). Both studies did report similar relationships between satisfaction with promotion opportunities and age.

There are several explanations for the relationship between age and job satisfaction. One is that younger, dissatisfied workers eventually quit and find jobs that will satisfy them. Employees who like their jobs remain; hence, the relationship between age and job satisfaction. A second explanation is that growing older promoters satisfaction. Over time, individuals become more realistic about what they can expect from a job, and this maturation results in greater satisfaction. A third explanation is based on the notion of cohorts. Here, cohorts are groups of employees who enter the labor force at the same time. Each succeeding generation of cohorts may be less inclined to enjoy their jobs, perhaps due to a decline in the work ethic or some other change in formative influences. If this is true, there will be a positive relationship between age and satisfaction. Employees do not become more satisfied over time, but rather, there are group differences in satisfaction. Employees in the 50 to 55-year-old cohort, for example, are more satisfied than employees in the 20 to 25-year-old cohort. Longitudinal (as opposed to cross-sectional) analyses would determine which theory is correct. In the cohort explanation, patterns of satisfaction would be stable over time. In the aging explanation, satisfaction should increase. However, aging and cohort effects might also interact to produce feelings of increased satisfaction with age. Whatever the explanation, the

empirical results are far more consistent for global than for facet satisfaction.

Race

Studies comparing racial-group satisfaction have mainly been limited to black-white differences. The results are consistent, but black-white differences in satisfaction are not very great.

Some of the early studies compared blacks and whites in terms of which needs were satisfied on he job. Slocum and Strawser (1972) reported that black certified public accountants were less satisfied than their white counterparts along a number of dimensions, including needs for esteem, autonomy, self-actualization, ad compensation, Similar results were reported by Bloom and Barry (1967) and O'Reilly and Roberts (1973).

Weaver (1977) found that whites were more satisfied with their jobs overall. Results were based on a national opinion poll of full-time employees. However, the difference, while statistically significant, was not very large. Weaver (1978a) extended his research to correlates of job satisfaction and found little difference between blacks and whites in satisfaction with various job aspects. For example, the correlation between satisfaction and autonomy was 12 for whites and, 13 for blacks. While some differences between races were found, it appears that blacks and whites are more similar in their feelings about work than they are different. This suggests that though blacks may be somewhat less satisfied in level of job satisfaction (Weaver, 1974), the degree of association between satisfaction and other variables is comparable for the two races.

Jones, James, Bruni, and Sells (1977) suggested that black-white differences in satisfaction are not as important as understanding why they occur. Only one study (Moch., 1980) systematically dealt with explanations. Moch investigated two potential determinations of satisfaction structural and cultural. Structural explanation states that systematic differences in the way employees are treated account for racial, differences in satisfaction. An example would be black employees having fewer promotion opportunities. Cultural explanations attribute satisfaction differences to beliefs, values, or psychological states. Moch tried to assess the effects of these two types of variables on the global satisfaction of blacks, whites, and Mexican-Americans. Structural variables, such as work group assignments and position in the organization, were measured. So were cultural factor like the importance of interpersonal relations, intrinsic rewards, and extrinsic rewards. Moch then determined to what extent satisfaction was related to these factors. The results indicated that structural and cultural factors play a small but significant role. The findings are also somewhat discouraging about what organizations can do to improve feelings of satisfaction. Certainly promotions opportunities and work assignments, which modestly influence satisfaction, can be improved. However, cultural factors cannot b altered. As Moch (1980) states, "It may be that the differential satisfaction by race... can only be erased through broad racial and cultural change rather than through conscious management policy. If so, it may be a long time before people of different races report relatively equal degrees of satisfaction".

More research should be done on why such differences do (or do not) occur. If structural factors are cause of differential satisfaction an organization would have the power to alter these inequities. However, if

cultural factors are a major cause of satisfaction differences, we have few options in improving the situation. The effects of years of discrimination cannot be erased quickly. As Moch stated, it may take a long time to reach equity in satisfaction among different races. At the very least, research on the causes of racial effects helps in identifying what can be done to improve satisfaction as well as identifying factors that cannot be controlled.

Sex

Research on the relationship between job satisfaction and sex is inconsistent. Some studies report that males are more satisfied than females, some report the opposite. yet other report no difference, Hulin and Smith (1964) think sex differences are due to difference. Hulin and Smith (1964) think sex differences are due differences in education, pay, and tenure and that males and females are equally satisfied with their jobs when these factors are controlled for. Saucer and York (1979) found this to be correct in their study of government employees. Males were more satisfied in global terms and also with regard to such facets as promotions, supervision, and work. When differences between the sexes in education, pay, and tenure were considered, there were no significant differences between males and females. The only significant finding was that women were more satisfied than men with pay, It appears that male/female differences per se do not account for 'much variances in job satisfaction. Rather it is other variables (such as education) that are correlated with sex which sex which best explain male/female differences in job satisfaction.

Several studies have tried to find the sources of job satisfaction for men and women. Andrisani and Shapiro (1978) reported that females derived

161

satisfaction from both content and context factors. Results were similar to studies that tested the validity of Herzberg's theory with men. A woman derives satisfaction from both intrinsic and extrinsic factors. Weaver (1978c) directly compared sources of satisfaction for samples of men and women. He found that both sexes derived satisfaction from the same factors. Prestige, income, autonomy, and education exerted comparable influences for men and women. Weaver (1978c) concluded. "It should be unnecessary, therefore, for researchers to distinguish between the sexes when investigating the functional relationships between job satisfaction and the determinants included in this study; nor should management expect male and female workers to differ in the way their morale is affected by changes in the conditions of work which are related to these determinations".

It would be a mistake, however, to conclude that women and men are equal in their feelings about work. Traditionally, married males have been the principal wage earners in family, and females have had the main responsibility for child rearing. As more married women return to work, they experience role conflict that influences their feelings about a job. Andrisani and Shapiro (1978) stage, "conflicting responsibilities at work and at home among those {females} with dual careers may prevent such working women from utilizing their productive talents to the best advantage. As a consequence, many may be compelled to accept unfulfilling jobs in order to keep market work from too seriously interfering with family responsibilities". To reduce role conflict, some married women and mothers have to take jobs that don't fully use their skills and abilities. They may also be forced to give less importance to work (compared to males) given the demands of their personal lives. Therefore, for at least some parts of the female labour force, feelings of

satisfaction and the importance of work must be weighed against responsibilities in other aspects of their lives. Most males, on the other hand, do not experience such conflicting role pressures.

Review Of Personal Correlates Of Job Satisfaction

In considering the relationship between personal variables (age, race, sex) and job satisfaction, keep several points in mind. While there are age, race, and sex differences, they are not large. The variance in satisfaction caused by these variables was estimated at between 2 and 5 percent (Landy and pay) are held constant or controlled for, their effect is even less.

It is very difficult to find two groups of people that differ only with regard to age, race, or sex. Statistical methods can be used to control for variables known to affect satisfaction (like pay). But we assume that variables not controlled for don't influence satisfaction, and this may be incorrect. For example, if systematic differences (like cultural factors) exist between two groups, they, and not race, per se, determine difference in satisfaction. Moch's study (1980) showed that cultural difference did affect satisfaction, so perhaps racial differences should be seen as cultural differences.

Landy and Trumbo (1980) make the point that lower satisfaction of females and blacks may simply be a case of the "have-nots" versus the "haves". White males have usually held better jobs, while females and blacks have held lower-paying, lower-status ones. Thus, it is not surprising that people in "good" jobs (while males) like what they do more than those in "bad" jobs (blacks and females). Saying that all white males have good jobs and all blacks and females have bad jobs is an

oversimplification. But job satisfaction data make more senses if we talk about differences in types of jobs rather than types of people. Under ideal conditions, we would match people on all relevant variables except for age, race, and sex. We could then see what percent of the variance in satisfaction these variables explain. Some researchers thing the effect would vanish under such conditions. Since we can never have such an experiment, at best, we must be aware of possible contamination by other uncontrolled variables.

Job Satisfaction And Employment Conditions

Many researchers have been interested in the relationship between people's feelings about their jobs and employment conditions. The set of variables that comprise "employment conditions" is very large. I will not try to provide an exhaustive review of the relationships of all of them to job satisfaction. Instead, we will look at three sets of work-related variables; status, unions, and pay.

Status

Weaver and Holmes (1975) examined the work satisfaction of women employed full-time homemakers. They analyzed data from a national survey of 629 females, 331 with full-time jobs and 298 who reported their full-time activity was keeping house. The women responded to the question: "On the whole, how satisfied are you with the work you do- would you say that you are very satisfied, moderately satisfied, or a little dissatisfied?"

Information was also collected on demographic variables like age, marital status, education, family income, etc. Fifty-two percent of the respondents with full-time jobs and 53 percent of the homemakers reported being very satisfied with their work. The difference between the

two groups (1 percent) was not significant. The responses were reanalyzed by demographic characteristics of the respondents. The only significant difference occurred in families with an annual income they perceived as below the national average; in this case women who were homemakers were more satisfied than women who held full-time jobs. Apparently, the latter were dissatisfied because they were still below the national average in spite of their financial contribution. Weaver and Holmes (1975) felt their findings cast doubt on the hypothesis offered by some authors that satisfaction of women with full-time jobs would be less than of full-time homemakers.

Ronen (1977) examined the job-facet satisfaction of paid and unpaid industrial workers. In the United States, it is difficult to think of industrial workers who are not paid. Nevertheless, in Israel, such a condition can exist among members of a kibbutz. Ronen offers this description: "A kibbutz is a voluntary collective settlement operating as a single economic unit and governed by a general assembly composed of all their members. Kibbutz members needs are provided on an egalitarian basis and include food, clothing, housing, medical care, recreation, and equal pocket money, all of which are based on need and not on the level or style of their work or participation" . Ronen administered the JDI (translated into Hebrew) to a sample of 135 unpaid kibbutz workers and 187 paid city workers. The pay scale of the JDI was not given to the kibbutz workers. Ronen wanted to see whether the general pattern of job-fact satisfaction scores was comparable for the two groups. He correlated the JDI scores with overall measures of job satisfaction. Levels of importance for the facets of job satisfaction were identical for the JDI scores. The most important facet (strongest correlated with overall job satisfaction) was satisfaction with supervision, followed by work, promotions, and co-workers. Ronen concluded that the no monetary aspects of satisfaction could be

distinguished as clearly for unpaid as for paid workers, and that no monetary aspects could be studied independent of attitude toward pay. It would be interesting to know whether the level of satisfaction with each facet was also comparable for the groups. Perhaps workers who are unpaid derive more (or less) satisfaction from the work itself. Unfortunately. Ronan did not deal with this.

Miller and Terborg (1979) measured facet satisfaction of 665 part-time and 399 full-time employees of a general retail store. The results revealed that full-time employees were significantly more satisfied overall and with their work and benefits than were part-time employees. The two groups did not differ on satisfaction with supervision, pay, and advancement. Part-time employees were no more satisfied with any facet of their jobs than full-time employees. Miller and Terborg explained the results because of the partial inclusion of part-time employees in the work force. Part-time employees may tolerate organization demands differently. Part-time work may be chosen because other commitments limit the amount of time they can devote to work. Part-time employees may be less satisfied because they are les included in the organization. They may be dissatisfied with benefits (insurance, vacation) because they receive fewer benefits due to their status.

Unions

Schriesheim (1978) studied the relationship between satisfaction and voting in a union election. The sample was 59 production workers who had recently voted in a union election where union representation was defected by two votes. Schresheim wanted to see whether attitudes could be used to predict how employees voted. Using the MSQ, he collected data on four non economic facets of satisfaction (independence, variety, creativity, and achievement) and four economic facets (security,

company policy, pay, and working conditions), Information was also collected on employee attitudes toward the local union and unions in general. The findings from the study are reported in the following table[9]:

Table 5.1
Variable Correlations with Prounion Voting

Variable	.57
Attitude toward the local union	.51
Total non-economic Satisfafction	-38
Independence satisfaction	-36
Variety satisfaction	-.04
Creativity satisfaction	-.17
Achievement satisfaction	-36
Total economic satisfaction	-.74
Security satisfaction	-41
Company policy satisfaction	-.55
Pay satisfaction	-.60
Working conditions satisfaction	-.76
Total non-economic and economic satisfaction	-.64

The more positive the attitude toward the local inions (r=.57) and unions in general (r=.51), the more likely the employee was to cast a vote in favor of the union. However, more potent predictors of the union vote were satisfaction with economic facets. The correlation for individual economic facets ranged from - .41 (for security) to - .76 (for working conditions). As a group, all four economic facets correlated - .74 with the pro-union vote. Satisfaction with non-economic facets was not as strong a predictor. The correlation for these facets was -.36 with the pro-union vote. Schriesheim was able to show that a tendency toward

[9] "C.A. Schriesheim, " Job Satisfaction Attitudes toward Unions, and voting in a Union Representation Election," Journal of Applied Psychology, 63 (1978), page 548-52

unionization was mainly a function of dissatisfaction with economic facets. So to avoid unionization, and organization would be wise to improve economic factors (job security, pay, benefits). Schriesheim's study provided support for the adage that workers "vote their pocketbooks."

A second study on work attitudes as predictors of union activity was done by Hammer and Smith (1978). The authors sampled over 80,000 employees in 250 units of a large organization. In 125 of these units, some union activity had occurred shortly after the survey was taken; in the other 125 units there was no union activity. The study was meant to see whether satisfaction could predict the degree of union activity (ranging from no activity at all to holding an election which the union won). A 42-item satisfaction questionnaire was used, and responses were correlated with degree of union activity. Thirteen of the items correlated significantly with the criterion. These involved supervision, co-workers, company identification, and amount of work, physical surrounding, and kind of work. When 13 items were combined in a multiple regression equation, the resulting squared multiple correlations was .30. In other words, approximately .30 percent of the variance in union activity could be explained by the responses to these 13 items. The results showed that attitudes could predict behavior. They also indicate that management to make changes that reduce dissatisfaction with work can use satisfaction surveys. Without such changes the likelihood of unionization probably increases.

The purpose of the study of union and job satisfaction by Odewahn and Petty (1980) was different. The authors compared satisfaction of 102

unionized and 76 non unionized employees of a residential mental health care facility. All were given the JDI. Responses were statistically adjusted for differences between the two groups in education and tenure variables relating to job satisfaction. Non unionized employees were significantly more satisfied with work and pay. Differences in satisfaction with promotion, co-workers, and supervision were not significant. Odewahn and Petty belie their results should be of particular interest to union leaders. They feel that employee attitudes toward the company and the union may predict the outcome of union elections. Certainly, the results of the previous two studies support their position.

Pay

Two noteworthy studies investigated satisfaction with one particular fact of a job-pay. Why people are dissatisfied with pay has long interested I/O psychologists. Such dissatisfaction may affect performance, work stoppages, absenteeism, turnover, and overall satisfaction (Lawler, 1971). Dyer and Theriault (1976) studied pay satisfaction in three samples of U.S. and Canadian managers with the JDI pay scale. The managers also provided information on their current pay level, the personal inputs they brought t other job (as training and experience, seniority, effort, and performance), the importance they felt should be given to several factors in making salary decisions, and their supervisor's accuracy in assessing their performance. Each of these variables was correlated with the JDI pay scale. The best predictors were combined in a multiple regression equation. Satisfaction with pay was function of many factors. However, the results also differed somewhat

for the three samples of mangers. The best single predictor was level of pay: the more people are paid, the more satisfied they are with their pay. Another important factor was the perceived accuracy of the superior's assessment: the more accurate it was, the greater was satisfaction with pay. Finally, mangers that felt that not enough importance was given to the cost living in making salary decisions were dissatisfied with their pay. All the variables accounted or between 34 and 45 percent of the variance in pay satisfaction for the threes samples. The authors concluded that their study adds to our understanding of why people are satisfied with pay. However, we still have more to learn, over half the total variance in pay satisfaction remains to the explained.

A second study in this area was conducted by Weiner (1980). It assessed pay satisfaction in a sample of public service employees by using the pay scale of the MSQ. Information was also collected on attitudes towards unionization, turnover, and absenteeism. All variables were Interco related. Results showed that the more satisfied people are with pay, the less favorable is their attitude toward a union. Weiner also showed that the more dissatisfied employees were with pay, the more likely they were to be absent and to quit. As in the previous study, a great deal of variance in pay satisfaction remains unexplained; but attitudes toward pay related to important job behaviors as well as other attitudes.

Review Of Employment Condition Correlates Of Job Satisfaction

As shown, employment factors do influences feeling of satisfaction. Feelings of satisfaction are, in turn, related to subsequent behavior. The Miller and Terborg (1979) study showed that part-time employees were more dissatisfied. Therefore, we might expect less productivity, more absenteeism, or more turnovers in this group. The studies relating job satisfaction to unions reported significant results. In the Schriesheim (1978) and Hammer and Smith (1978) studies, employee attitudes about their jobs were good predictors of their vote in union elections. The appeal of unions seems to be based on the belief that they can charge the causes of dissatisfaction.

Summary of Job Satisfaction Relationships

1. There is a consistent negative relationship between job satisfaction and the probability of resignation. This relationship appears when scores on job satisfaction are obtained from individuals and used to predict subsequent voluntary dropouts and when mean scores on job satisfaction for organizational units are correlated with turnover rates for these units.

2. There is a less consistent negative relationship between job satisfaction and absences. This relationship appears to emerge most consistently with measures of unexcused absences, and when frequency of absence rather than actual days lost is used.

3. There are some indications of a negative relationship between job satisfaction and accidents. However, the number of existing studies of this relationship is too small to permit any firm conclusion.

4. Job satisfaction affects life satisfactions more than life satisfaction affects job satisfaction. Individuals who are happy and content on the job are generally happy and content off the job as well.

Job satisfaction, itself or in combination with the conditions (both in the individual and the job environment), which bring it about, has a variety of consequences for the individual. It can affect his attitude toward life, toward his family, and toward himself. It can affect his physical health and possible how long he lives. It may be related (indirectly) to mental health and adjustment, and plays a causal role in absenteeism and turnover. Under certain conditions, it may affect other types of on the job behaviour as well. However, job satisfaction has no directed and obvious effects on productivity.

CHAPTER - VI
MEASURING JOB SATISFACTION

a.) General
b.) Rating Scales
c.) Overt Behavior
d.) Action Tendency Scales
e.) Interviews
f.) Critical Incidents
g.) Logical Validity
h.) Research Method and Strategies in the Study of Job Satisfaction

CHAPTER – VI
MEASURING OF JOB SATISFACTION

A. GENERAL

Job satisfaction is an individual's general attitude toward his or her job. This is clearly a very broad definition. Yet, this is inherent in the concept. A person's job is more than just the obvious activities of shuffling papers, waiting on customers, or driving a truck. Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his or her job' is a complex summation of a number of discrete job elements. Therefore, how then do we measure the concept?

The two most widely used approaches are a single global rating and a summation score made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as "All things considered, how satisfied are you with your job?" Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" to "Highly dissatisfied". The other approach - a summation of job facets - is more sophisticated. It identifies key elements in a job and asks for the employee's feeling about each. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relations with co-workers." These factors are rated on a standardized scale and then added up to create an overall job satisfaction score.

Happy Workers Are Productive Workers

This statement is false. The myth that "Happy workers are productive workers" developed in the 1930s and 1940s, largely because of findings drawn by researchers conducting the Hawthorne studies at Wester Electric. Based on those conclusions, managers began efforts to make their employees happier by such practices as engaging in laissez-faire, leadership, improving working conditions, expanding health and family benefits such as insurance and college tuition reimbursement providing company picnics and other informal get together, and offering counseling services for employees.

How Employees Can Express Dissatisfaction

Employee dissatisfaction can be expressed in a number of ways. For example, rather than quit, employees can complain, be in subordinate, steal organization property, or shirk a part of their work responsibilities. Exhibit 3-6 offers four responses that differ from one another along two dimensions: constructiveness/ destructiveness and activity/passivity. They are defined as follows:

Exit:

Behavior directed toward leaving the organization, including looking for a new position as well as resigning.

Voice:

Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

Loyalty:

Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."

Neglect:

Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort and increased error rate.

Exit and neglect behaviors encompass our performance variables – productivity, absenteeism, and turnover. Nevertheless, this model expands employee response to include voice and loyalty- constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions[1]. It helps us to understand situations, such as those sometimes found among unionized workers, in which low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow the union members to continue in their jobs while convincing themselves that they are acting to improve the situation.

Responses To Job Dissatisfaction

```
                        ACTIV
                          |
          EXIT            |        VOICE
                          |
DESTRUCTI-----------------+-----------------CONSTRUCTI
                          |
          NEGLE           |        LOYA
                          |
                        PASSI
```

1. C. Rusbult and D. Lowery, "When Bureaucrats Get the Blues,: journal of Applied Social Psychology, Vol.. 15. No.1 (1985), P. 83 With Permission.

Researchers go to great lengths to create good measures of job satisfaction. One straight-forward approach is simply to ask people to respond to questions orally or in writing. Most researchers have followed the lead of Hoppock is using direct verbal self-reports to measure job satisfaction. The format used have included "Likert scales" "Thurstene-type scales"; "Faces scales", and lists of adjectives requiring as "Yes", "No" or "?" response. Of these the Cornell job Description Index or JDI, which employs the latter format, has been described as the most carefully developed scale to date.

B. RATING SCALES

The JDI measures five factors of job satisfaction; the work itself, quality of supervision, people or present job (co-workers), promotion, and pay. Each of these facets can be a source of very specific meaning in work, and each represents a possible inducement to work.

Hoppok, in this study, proposed the following six major components of job satisfaction :-
The way the individual reacts to unpleasant situation.
The facility with which he adjusts himself to other persons.
His relative status in the social and economic group with which he identifies himself.
He nature of the work in relation to the ability, interests, and preparation of the worker.
Security.
Loyalty.

These six items are not of the minute and specific character measured in many studies on job satisfaction; possibly that is what is wrong with

these studies. Hoppock's approach is to be commended for this reason. He is aware of the real factors, which contribute to job satisfaction, and does not get lost in the petty details. Job satisfaction is an important generalized attitude about specific job factors. The idea that it is related to the individual's emotional adjustment suggests that those who are unstable emotionally may have considerably more difficulty adjusting them to a job and may, therefore, be dissatisfied with it.

One problem inherent in many rating scales is the inclusion of items, which are descriptive in nature, e.g., "Job keeps me on my feet" along with items which are strictly evaluative, e.g., "boring", "satisfying". The problem with the former type of items is scoring; unless the individual's value standard is known (or unless there is no individual differences in vales with respect to that attribute). Scoring errors are bound to be made for some individuals. In addition, evaluative and descriptive items may show different relationship with other variables. Some researchers do not measure satisfaction directly but rather infer it by measuring its alleged causes. For example, porter uses as a measure of satisfaction the discrepancy between how much of some aspect the individual reports getting and how much he thinks he should get. While this general method may be defensible to an extent, Porter's approach does not distinguish between what one "should get" and what one wants. In addition, value or "need" importance is not included in the satisfaction calculations.

Some problems common to all self-descriptive inventories include; (i) the assumption of perfect (or at least reasonably good) self-insight, which means both the capacity and willingness to introspect; and (2) the

assumption of a common case of meaning across individuals in interpreting the scales of items.

Neither assumption is valid. Not all individuals are aware of or able to identify their feelings (about their jobs or about themselves). Nor do all individuals interpret a given item in the same way.

C. OVERT BEHAVIOUR

The use of overt behavior as a measure of job satisfaction is inadequate because there is no known behavior, which would satisfy the minimal criteria needed to justify the experiences of satisfaction; that is satisfaction is always expressed in this particular way.

The behavior occurs with a frequency or intensity that is directly proportional to the intensity of the attitude experienced.

No casual factors other than satisfaction influence the behavior, or if so, heir influence can be precisely calculated.

D. ACTION TENDENCY SCALES

The action tendencies of approach and avoidance are inherent in the experience of positive and negative emotional reactions, respectively. This suggests a specific approach to the measurement of job attitudes, namely, asking the individual to report the action tendencies, which he experiences in relation to his job and/or its component elements. This approach would neither ask the individual how he feels as such, nor how he acts as such, but rather how he feels like acting (or how he would act if no other factor but his feelings were guiding his actions). Some example of the type of question that would be congruent with this approach are given below:

When you wake up in he morning, do you feel reluctant to go to work?

Are you some times reluctant to leave your job to go on a vacation?

Do you ever feel like just walking out of this job for good?

If you inherited a million dollars tomorrow, how would you feel about keeping this job?

Would you like to find a better job than this one as soon as possible?

Preliminary interviews with these items suggest that some of them elicit answers more indicative of job involvement than of job satisfaction. While these items apply mainly to attitudes about the job as a whole, not to its elements, relevant items could easily be designed for specific job attitudes.

While this approach does assume some self-insight on the part of the respondent, such items may require less self-knowledge than items which ask for estimates of satisfaction as such, Furthermore, such questions may have more of an absolute frame of reference than do evaluative questions. An employee may respond to questions concerning his job satisfaction based on a frame of reference, which takes account of the alternative jobs available. Thus, different framer of references could make the responses of different employees non-comparable. On the other hand, action tendency questions may be less subjective to such distortions since one does not need much of a frame of reference to know whether he feels like going to work or not.

E. **INTERVIEWS**

The interviews have been used relatively infrequently to assess job satisfaction. Two reasons for not using them have clearly been the problems of objectivity and disagreement among interviewers. A third

179

has been the total long hours required as compared with rating scales. On the other hand, there are many potential advantages to interviews; for example: the meaning of the responses can be determined; contradictions can be explained for corrected; individuals with poor self-insight can be assessed more accurately; misinterpretations of the items can be corrected, etc. Furthermore, interviews can probe more in depth and can use an approach to question, asking which is best suited for each individual based on his knowledge, degree of education, and perspective.

The problem of subjectivity might be overcome by training by structuring (although excessive structuring would destroy the purpose of the interview), and by having other assessors listen to tapes of the interviews to prevent idiosyncratic interpretations.

F. **CRITICAL INCIDENTS**

Herzberg has pointed, by implication, to a much-neglected aspect of the study of job satisfaction, namely, the measurement of its qualitative aspect. Most previous work had put major emphasis on quantitative measurement. (Herzberg's study also looked at the temporal or duration aspect of satisfaction, although later researchers have not followed this up). Herzberg's focus was not on how much satisfaction or dissatisfaction individuals experienced but on the particular sources of these feelings derived from a description of specific experiences.

The justification for this is not only that the particular types of events producing satisfaction may affect the amount (and/or duration) of satisfaction or dissatisfaction experienced, but there may be implications for actions as well. The differences in the type, but not the

amount, of satisfaction experienced in small and large plants are related to rate of absenteeism.

The major advantage of the critical incidents approach to the study of job attitudes is that it is much less cognitively demanding on he subject than are the approaches which employ abstract rating scales.

G. <u>LOGICAL VALIDITY</u>

A major problem with job attitude measurement (as with the measurement of any mental state) is that of validation. Edwin A. Locke[2] has proposed a new type of validity, which, though related to some conventional types of validity (e.g. content), is different from them in its emphasis. He called this new Type logical validity. Logic is "the art of non contradictory identification". What this means is that for a measurement to have logical validity, it must be integrated in non-contradictory fashion with all pertinent information relevant to the Phenomenon being measured. One element of logical validity would be content validity, which, in this case, would involve the logical relationship between the conceptual definition of he concept or phenomenon being measured and the methods used to measure it (e.g., the particular content of the questions asked the subject). For example, one would not logically ask a person his mother's age in order to determine his job satisfaction. Logical validity does not stop here, however, since the use of "Logical" methods (questions) does not guarantee that the subject will interpret them in he same way that the

---

2. *"The Natural and Causes of job Satisfaction" an article by Edwin A, Locke, In "Handbook of Industrial and Organisational Psychology" by Marrin D. Dunnette, 1976, Rand Manally College publishing Comp. Chicage, Pag . 1297-1343.*

questioner does. The subject's interpretation can only be determined by careful questioning.

Logical validity would require, that the contradictions among the individual's responses to different items or scales used to measure the phenomenon by resolved, for example, by pointing out the contradiction to him and by further discussion with the subject. It would be interesting to ask specific workers to explain apparent discrepancies between their expressed job satisfaction and their stated reluctance to choose the same line of work again. When such a procedure is followed, it Will usually be found that in answering the different questions or scales, the subject misread one of the items, or was using a different frame of reference in the two cases, or interpreted one or more items idiosyncratically, etc.

By this procedure, it is the measurements, not the measures, which are being validated. There is no assumption that a given method or set of questions is valid for every person, since people differ in their knowledge, their verbal ability, their frames of references, introspective capacity, and their willingness to communicate.

Logical validity as defined here should not to be confused with construct validity, which involves integrating specific measurements of psychological contents or processes into a theoretical network.

The problem with the later procedure is that if the predicted theoretical interrelationships donot emerge, the researcher is faced with the problem of deciding whether it is his theory or his measure which is at fault. Furthermore, if, as is typical, some of he predictions came out to some degree, this leaves the results open to numerous and varied

interpretations. Construct validity deals with the issue of what the measurements, once made, relate to. It does not deal first hand with the problem of whether the original measurements are valid in the first place. Two good examples in the literature of the problems involved in determining construct validity are LPC (least preferred co-worker) and Nach (need for achievement). After more than a decade and scores of studies (or hundred in the case of Nach) in which these measures were correlated with everything is sight, no one is yet clear on just what these measures actually measure. Significantly, no one apparently has taken the trouble to interview the subjects in depth and to ask them what they think their responses mean and why.

Summary

The rating scale approach and its variants has been by far the most commonly used method of measuring job satisfaction. It is suggested that other methods be used as well, including action tendency reports, critical incidents, and interviews. A logically valid measure of job satisfaction would be one that integrates and is consistent with all the pertinent evidence one has concerning the employee's feelings about his job.

H. RESEARCH METHODS AND STRATEGIES IN THE STUDY OF JOB SATISFACTION:

Correlation

By far the most frequently used method in the study of job satisfaction has been that of correlation to take a specific example, the majority of studies designed to determine the effects of supervisor behaviour have used the procedure of correlating measures of such behaviour with

subordinate attitudes and productivity. The resulting correlations are then arbitrarily interpreted as indicating a casual relationship, and the direction of causation in arbitrarily asserted to be that the supervisor's behaviour is the cause of the employee's actions or reactions. This may be called the method of correlation with speculation, because, while an explanation of the results may be offered, alternative explanations of the findings are neither seriously explored nor ruled out. In the case of research on supervision, recent experimental findings provide support for a casual interpretation directly opposite to the one typically made.

Sometimes, correlations between variables are presented with little attempts being made to explain them at all, for example, relationships between age or tenure and job satisfaction, the effects of group size on behavior or attitudes. In interpreting the results of factor analyzer or multiple correlations, the term "percent of variance accounted for" is often used with the implication that accounted for means accounted for is a causal rather than a statistical sense.

The method of presenting correlations between variable without any attempts to identify the nature of phenomena which caused the relationship to occur has been called the method of correlation without explanation by E. Locke.

While the method of correlation may be useful for the purposes of suggesting casual hypothesis, it is not a method of scientific proof. A correlation, by itself explains nothing. Even the cross-legged correlation technique, while it helps clarify temporal relationships, does not show how the alleged cause causes its effects, as would be required of any full casual explanation. Nor does this technique rule out other explanation. G.K. Ingham attempted to explain an observed positive

184

correlation between company size and absenteeism by reference to the values of he individual workers and the inter action of these values with the reward structure of the different sized companies. He found that employees in large plants were attracted mainly by the high wages, whereas those in smaller plants valued the work variety and close interpersonal relations to be found in such settings. The result in both cases was a match between values and rewards lading to equal degrees of overall job satisfaction in both types of plants. The difference in absenteeism was explained by the differences in the type of satisfaction involved. Workers in the small plants obtained more pleasure from the work itself and had a more personal relationship with their superiors than was the case in the larger plants. The latter difference produced a greater feeling of personal obligation and identification with the company in the case of the smaller firms, which in turn produced a lower absence rate.

To explain a correlation, especially a correlation between some external situation and individual action, one would have to identify at least some of the casual mechanisms involved, for example, the individuals' needs, values, emotions, beliefs, expectancies, cognitive processes, and the like the failure of an individual's feeling or attitude about a particular object to correlate with his behavior indicates that other attitudes (belief, etc) which were not measured are guiding his actions.

Experimentation

The laboratory experiment has the advantage that environmental variables (and to some extent subject variables) are controlled, but the results of such studies are limited to their generalizability for obvious reasons. Field studies involve a far more natural work contest than do

laboratory studies but do suffer from limitations in the ability to control all relevant casual factors. Despite this problem, field studies have been extremely influential in the history of Industrial Psychology (e.g. Taylor's studies of the principles of scientific Management, the Hawthorne studies, studies of the effects of participation and job performance, etc.). Presumably, practitioners and theorists alike have more confidence in findings derived from such studies that in findings arrived at by other methods.

Individual Case Studies

More research studies involve the use of many subjects and a great variety of (often superficial) measures at the expense of a thorough understanding of any given individual. This pattern is logically associated with the preference for questionnaires over interviews, since in depth studies virtually necessitate the latter. This imbalance is unfortunate for a number of reasons. First, questionnaires do not easily tap the more basic (fundamental) and less verbalized (and/or repressed) values of the individual, whereas case studies using interviews are ideal for this purpose. Second, interviews allow for the identification of individual differences in question interpretation as well as in the specific meaning of the answers. Third, case study can be very valuable as a source of hypothesis about the psychodynamics of job satisfaction. Such hypothesis might never emerge from a questionnaire study because the relevant questions would not have been asked. Fourth, case studies can be used to test certain hypothesis, since it only takes one case to disprove the generality of a theory. Fifth, case studies give one a much fuller and more integrated picture of the whole individual than is possible in large-scale studies using pencil and paper measures. Finally, and related to the previous point, case studies encourage the use of the

longitudinal method. With the exception of Strong's studies of vocational interest, it has been almost unheard of in job satisfaction research to study the same individual across time, yet many studies might provide valuable insights concerning the long-range determinants of job attitudes. Especially interesting would be studies of how individuals cope with job dissatisfaction.

The method of "correlation with speculation" and "Correlation" without explanation" have been vastly overused in job satisfaction research. More extensive use of alternative methods, such as experimentation and longitudinal case studies using interviews have been recommended by Edwin A. Locke.

CHAPTER - VII
CONSEQUENCES OF JOB SATISFACTIONS

CHAPTER - VII
CONSEQUENCES OF JOB SATISFACTION

A. CONSEQUENCES OF JOB SATISFACTION

What happens when a person is not satisfied with his work environment for a prolonged period? If existence needs are not satisfied, the result is obvious, physical health will be deteriorated. If relation- oriented needs are not satisfied, the person will become psychologically alienated and depressed. If growth-oriented needs are not satisfied, he becomes frustrated with his job. However, its effects on behavior may lead to emotional stress, apathy, aggression, sabotage and other forms of behavioral maladjustment. Although behavioral manifestations may vary from different types of need deprivation, there is a general pattern of behavioral reactions to non-satisfaction.

The first sign of job dissatisfaction is frustration. Frustration refers to a state of being disappointed. Frustration occurs when a person is prevented from obtaining a valued incentive or goal that has satisfying power. Internal and /or external barriers interfere with a person's goal directed behavior. Internal barriers include such personal factors as intelligence, skill, training, personality, money and motivation. A person may want to have a professional job paying a high salary but he cannot have it because he is lacking proper training in the field. External barriers include such organizational factors as structure, rules and regulations, reward systems, supervision and leadership, work group and the job itself. The person may want to produce more to maximize his economic gains, but he cannot achieve this goal because

pay is not contingent upon performance. Under these circumstances, people experience frustration, psychological failure, and difficulty of resolving conflict.

When people are frustrated, their behaviors undergo distinct changes. Usually a healthy but emotional person may show signs of emotional stress and behavioral maladjustment. Often times, normal behavior is replaced by stereotyped and defensive behavior. In some extreme cases, the behavior becomes unpredictable and pointless. Reactions to frustrations are numerous; they range from adoptive behavior to destructive aggression, depression and recover.

Employee's dissatisfaction can be expressed in a number of ways. For example, employees can choose to complain rather than guilt the following table offers four responses that differ from one another along two dimensions: constructiveness/ destructiveness and activity/passivity. They are defined as follows:-

(i) *Exit-* Behavior directed toward leaving the organization, includes looking for a new position as well as resigning.

(ii) *Voice-* actively and constructively attempting to improve conditions. Includes suggesting improvements, discussing problems with one's boss, and some forms of union activity.

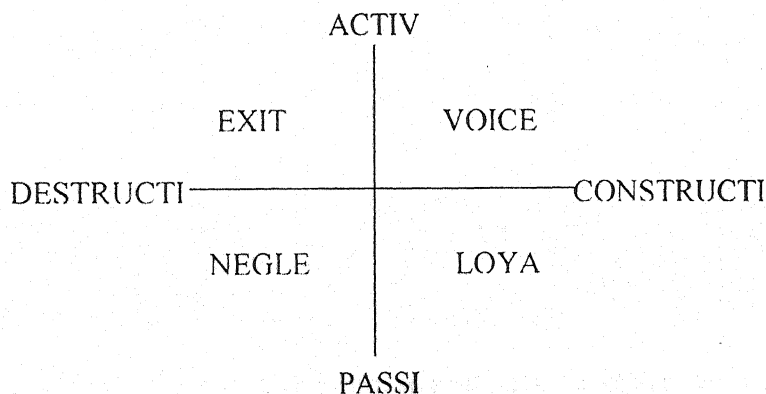(iii) *Loyalty-* Passively but optimistically waiting for conditions to improve, include speaking up for the organization in the face of external criticism and trusting the organization and its management to " do the right thing".

189

(iv)   **_Neglect-_** Passively allowing conditions to worsen, includes chronic absenteeism or lateness, reduced effort and increased error rate.[1]

Table 7.1

Responses to Job Satisfaction
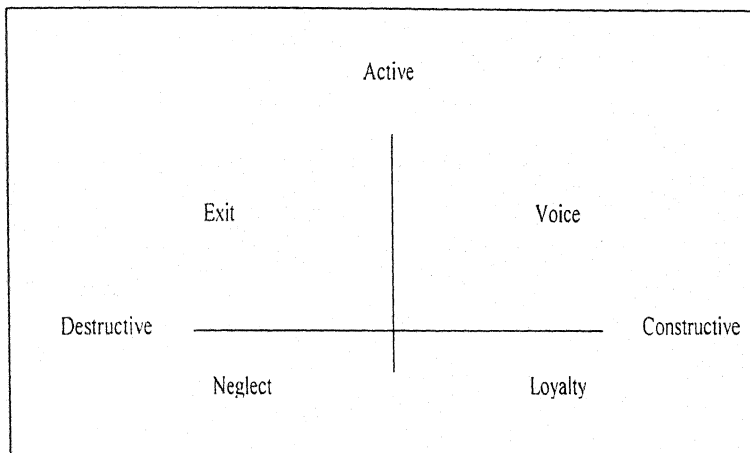
```
                          Active
                            |
                            |
         Exit               |              Voice
                            |
                            |
Destructive ----------------+---------------- Constructive
                            |
          Neglect           |         Loyalty
                            |
```

Exit and neglect behaviors encompass our performance variables-productivity, absenteeism, and turnover. Nevertheless, this model expands employee's response to include voice and loyalty-constructive behavior that allow individuals to tolerate unpleasant situations, or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers, where low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow the union members to continue in their jobs while convincing themselves that they are acting to improve the situation.

There are two reasons for being concerned with the phenomenon of job satisfaction. First, it can be viewed as an end it itself, since happiness,

---

1. *"When Bureaucrats get the Blues", an article by C. rusbult and d. Lowery, in a "Journal of Applied Psychology", Vol. 15, No. 1985, page 83*

after all, is the goal of life. Secondly, it can be studied because it contributes to other attitudes and outcomes, while there is evidence that job satisfaction does have effects, the findings must be interpreted with great caution.

Effects On Other Attitudes

Since one's job is part of one's life. It is logical to expect job satisfaction to influence life satisfaction. There exists significant correlation between attitudes toward the job and those toward life. One mechanism by which such an effect might occur would be emotional generalization or "Spill over". The cause effect relationship could, of course, work in both directions; that is , work attitudes could affect family attitudes and vice verse. In addition, certain personality traits could affect both sets of attitudes.

An individual's job attitudes can also affect his view of himself. Satisfying Job experiences (e.g., achievement, recognition, often increased the individual's self confidence. One would also except an equal and opposite effect because of dissatisfying experience. The effect of such Job experiences or outcomes on the individual's self-concept should be dependent, in part, on whether he attributes them to himself or to external agents.

Effect On Physical Health And Longevity

R.C. Burke found significant correlations between job and / or non-job satisfactions and such subjectively reported physical symptoms as fatigue, shortness of breath, headache, sweating, and ill health. Herzberg has also found that subjects reported physical symptoms, such

as headaches, less of appetite, indigestion, and nausea following dissatisfying job incidents.

Steel workers on highly automated and subjectively boring jobs were reported by Chadwick-Jones to complain frequently of being extremely fatigued, presumably due to the low level of arousal induced by their work tasks. The fatigue was experienced as being qualitatively different from ordinary physical fatigue, however, since it was not induced by exertion but by boredom.

In a one-hour laboratory experiment, Sayles in 1969, found a significant negative relationship between the subjects enjoyment of the task and changes in their level of serum cholesterol during the work period. Since high cholesterol level are thought to be a precursor or coronary heart diseases, this finding implies a relationship between dissatisfaction and the incidence of such disease. In a later study, styles and House found correlation as high as 0.83 between job satisfaction and rate of mortality from arteriosclerosis heart disease (with social status particle out) using occupational groups or professions as the unit of analysis. These results must be interpreted with caution, however, since other possible casual factors were not ruled out.

More convincing is a longitudinal study of individuals by palmers in which he correlated a number of physical and attitudinal variables measured at the beginning of the study with a longevity quotient (observed years' survival after a physical examination divided by expected years' survival based on actuarial tables). The single best overall predictor ($r= 26$; $N=268$) of longevity was work satisfaction (defined as a feeling of general usefulness and ability to fulfill a

meaningful social role). The second best overall predictor (r=025) was the interviewer's rating of the subject's overall happiness. Both factors predicted longevity better than either physical functioning (r=21) or tobacco use (r=19).

An extensive review of the medical psychological literature by D.C. Jenking1' found numerous studies which reported associations between coronary disease and job complaints such as boredom, feeling ill at ease, and interpersonal conflict. Other studies reviewed by D.C. Jenkins point to a "Coronary prone" behavior pattern characterized by extreme competitiveness impatience, perfectionism, and an ability to relax, some of these studies were longitudinal, but other reported only concurrent relationships.

The above results relate to the very fascinating field of psychosomatic medicine in that they suggest a casual relationship between psychological states and bodily functioning. Even the longitudinal studies reported above are correlations and, therefore, do not prove causality.

The experience of dissatisfaction itself is an unpleasant psychological state; furthermore, the existence of this state implies conflict since it means the employee is holding a job that he would prefer to avoid (at least in some respects). This suggests the possibility of a relationship between satisfaction and mental health.

The most systematic study of the relationship of job satisfaction to mental health is that of A.W.Kornhauser. He developed an index of mental form six component indices involving; anxiety and tension, self-

esteem, hostility, sociability, life satisfaction, and personal morale. Kornhauser found consistent relationship between satisfaction and the total mental health index among three levels of blue-collar automobile workers.

The strongest relationship between specific job attributes (as perceived by the worker) and mental health was for the attribute of "chance to use abilities". An alternative interpretation of this correlation is that the job structure or rater the poor fit between the job requirements and the employee's mental capacity is a cause (or more precisely, one of the causes) of both the dissatisfaction and the mental health problems. On the other hand, certain traits of the employees may predispose them to select jobs, which prevent them from growing.

It is also worth noting that "human relations" factors had little or no relationship to the mental health of the work population studies by Kornhauser.

Other Actions

Other actions could, under certain circumstances, result from job satisfaction or dissatisfaction. Lateness, leaving early, and taking longer-than-authorized break, coffee, and /or rest breaks are ways of temporarily avoiding the job situation. These types of actions have not often been studies, probably because of the difficulty of obtaining valid measurements of them.

Job satisfaction, itself or in combination with the conditions (both in the individual and the job environment). Which bring it about, has a variety of consequences for the individual. It can affect his attitude toward life,

toward his family, and toward himself. It can affect his physical health and possibly how long he lives. It may be related (indirectly) to mental health and adjustment, and plays a casual role in absenteeism and turnover. Under certain conditions, it may affect other types of on the job behavior as well. However, job satisfaction has no direct effect on productivity.

B. THE IMPORTANCE OF HIGH JOB SATISFACTION

The importance of job satisfaction is obvious. Manager should be concerned with the level of job satisfaction in their organizations for at least three reasons:-

There is clear evidence that dissatisfied employees skip work more often and are more likely to resign.

It has been demonstrated that satisfied employees have better health and live longer.

Satisfaction on the job carries over to the employee's life outside, the job.

The satisfied employees have lower rates of both turnover and absenteeism. Satisfaction is strongly and consistently negatively related to an employee's decision to leave the organization.

Job satisfaction is related to employee's health. Several studies have shown that employees who are dissatisfied with their jobs are prone to health setbacks- ranging form headaches to heart disease. Job satisfaction is a better predictor of length of life then is physical condition or tobacco use. The stress that results from dissatisfaction apparently increases one's susceptibility to heart attacks and the like.

For managers, this means that even if satisfaction did not lead to less voluntary turnover and absence, the goal of a satisfied work force might be justifiable because it would reduce medical costs and the premature loss of valued employees by way of heart disease or strokes.

One final point the support of job satisfaction's importance is the spin-off that job satisfaction has for society as a whole. When employees are happy with their jobs, it improves their lives off the job. In contrast, the dissatisfaction employee carries, with him that negative attitude home. The management does have a responsibility to provide jobs, which enable employees to receive high satisfaction. There are benefits, after all, that accrue to every citizen in our society. Satisfied employees contribute toward being satisfied citizens. These people will hold a more positive attitude toward life in general and make for a society of more psychologically healthy people. The evidence is impressive, Job satisfaction is important. For management, satisfied work forces translates into higher productivity due to fewer disruptions caused by absenteeism or good employees quitting; and lower medical and life insurance costs. Additionally, there are benefits for society in general. Satisfaction on the job carries over to the employee's off-the-job hours. So the goal of high job satisfaction for employees can be defended in terms of both costs/ earnings and social responsibility.

C. JOB SATISFACTION CONTROVERSY

The implicit assumption of motivation research since the early days of the human relations movements has been that job satisfaction leads to higher productivity. The "Cow sociologist" criticism of Daniel Bell where he challenged the basic assumption that the more satisfied worker performs best in much the same way that contented cow gives

the most milk. Victor Vroom makes a similar point by nothing that "human relation might described as an attempt to increase productivity by satisfying the needs of employee", and others have expressed similar observations.

More recently, behavioral science research has raised serious questions about that assumed relationship between job satisfaction and productivity. Currently there are three major "schools" of thought concerning the nature of association between the two variables:-

Job satisfaction leads to performance.

Satisfaction and performance are related only indirectly through various moderating variables such as rewards and so on (uncertainty assumption).

Performance leads to satisfaction.

One off shoot of the debate over the two-factor theory is a more fundamental controversy illustrated by the following conservation:-

"As Ben walked by smiling on the way of his office, Ben's boss remarked to a friend; "Ben really enjoys his job and that is why he is the best damn worker I ever had. And that is reason enough for me to Keep Ben happy". The friend replied, "No, you are wrong, Ben likes his job because he does is so well. If you want to make Ben happy you ought to do whatever you can to him further improve his performance."

The core issue here is, does job satisfaction cause performance. Will managerial efforts designed to increase a person's Job satisfaction cause that person's work performance to improve? Will a decline in Job

satisfaction cause a corresponding decrease in individual performance? These questions introduce the satisfaction-performance controversy, a debate that involves three alternative points of view:-

Satisfaction causes performance (s→P)

Performance causes satisfaction (P→S)

Rewards cause both performance and satisfaction (R→P, R→s).

Satisfaction Causes Performance (S→P)

Early human relationists have been interpreted as saying that employee morale determines the level of performance. Their position seemed to be that organizational members have personal goals, attitudes, and values, which they bring and hope to satisfy through their organizational participation. Organizations have to satisfy these personal expectations to induce employees to contribute their energies to the organization goal attainment. Thus, employee satisfaction was perceived to be an antecedent condition for productivity.

This theoretical concept reflects a popular belief that a happy worker is a productive worker, and it has been well accepted by practicing managers who want both employee morale and high productivity to prevail in their organizations.

Several theories imply that satisfaction is an important element for generating high performance. Need theory of job satisfaction implies that although current satisfaction reduces motivation of search behaviour, satisfying experiences increase the anticipation of future need satisfaction. Thus, if job satisfaction is defined as an anticipated

need satisfaction rather than current gratification, job satisfaction may increase the level of motivation and performance. In the same line of thinking, reinforcement theory implies that rewarded behaviour is repeated, while non-reward, behaviour is discontinued. Satisfying experiences with a particular reinforcer strengthen the association between the reinforcer and its instrumental behaviour. Finally, expectancy theory defines job satisfaction as the amount of outcome valences that one expects to receive. When one anticipates an increased outcome he values, the instrumental behaviour that leads to such outcomes will increase.

Does Job satisfaction automatically lead to increased performance? The answer is obviously no. The satisfaction-performance linkage is moderated by a number of factories. First, the types of needs moderate the linkage. As indicated earlier, lower-level needs can be easily satiated, and their satisfaction tends to reduce motivational importance, unless their satisfaction activities higher-order needs, satisfaction only depresses motivational level. However, the satisfaction of higher –order needs increases their motivational importance stimulating instrumental behaviour leading to further satisfaction.

Second, corollary to the types of needs are the types of organizational incentives. Substantive incentive can be given to workers regardless of their performance levels. Incentive rewards may satisfy workers, but may not motivate them to work harder unless their application is contingent upon the level of performance.

Finally, the perceived equity between a person's inputs and outputs is comparison with referent persons' input-output ratio moderates the

satisfaction-performance linkage. A worker may be satisfied with existence needs and the intrinsically motivating nature of his job. However, if his input-out ratio is lower than referent persons' input-output rations, his job satisfaction as well as performance will be reduced. When the worker perceives equity in the input-output balance on inequity in his favour, his level of performance will be either maintained or increased.

The conditions under which the satisfaction-causes- performance proposition prevails are:-

Satisfaction activates unfulfilled needs of an unfulfilled portion of the same needs.

The valence of incentive outcomes is attractive to the worker.

Incentive application is contingent upon performance.

The worker perceives equity in the input-output balance of inequity in his favour.

When these conditions do not prevail in an organization, need satisfaction alone does not lead to improved performance. Although there may not be a direct satisfaction-causes-performance relationship visible in the short run, satisfaction is an important organizational goal because it helps to maintain healthy organizational members whose physical energies can be utilized for productive organizational endeavors. Job satisfaction may not have a direct influence on performance, but it influences in the long run by means of keeping healthy organizational members.

Performance Causes Satisfaction (P→S)

Lawler and Porter have promoted the thesis that performance causes satisfaction. Rather than seeing satisfaction as a casual variable, they perceive it as a dependent variable, which is function of performance. Their argument is that differential performance levels lead to differences in reward levels, which is turn produce variation in satisfaction. According to them, the types of rewards and the perceived equity in these rewards, moderate the relationship between performance and satisfaction. Intrinsic rewards are more closely related to both job performance and satisfaction. Intrinsic rewards are more closely related to both job performance and job satisfaction, than extrinsic rewards. Intrinsic rewards are the direct outcomes of task performance, and their effects on job satisfaction are direct and immediate. Extrinsic rewards on the other hand are independent of job performance, and their effects on the performers' satisfaction are contingent upon the performance-reward tie and the perceived equity. If the rewards are positively associated with performance levels and the perceived levels of rewards are equitable, the relationship between performance and satisfaction will be positive. If otherwise, the relationship will be either neutral or negative.

The performance-satisfaction linkage seems to be stronger and tighter than the satisfaction-performance linkage. The performance-causes-satisfaction proposition is supported when workers perform intrinsically motivation tasks, and extrinsic rewards are contingent upon performance. Organizations have some control over the distribution of intrinsic and extrinsic rewards. Work systems produce intrinsic rewards and organizational reward systems control the application of extrinsic rewards. However, the satisfaction- causes-performance linkage is moderated by many factors not controlled by the organization, it can be

expected that performance is more likely to result in satisfaction than satisfaction to result in high performance.

Reward Causes Both Satisfaction And Performance

Cherrington, Reitz, and Scott are more specific in specifying the impact of reward on satisfaction. They argue that there is no inherent relational ship between performance and satisfaction. Rather, both performance and satisfaction are caused by rewards. In there, study, regardless of their performance levels, rewarded subjects expressed satisfaction, while poorly rewarded subjects expressed dissatisfaction. When lower performers were rewarded, they expressed satisfaction but they continuously performed at a low rate of productivity. When higher performers were poorly rewarded, they expressed dissatisfaction, and their performance declined substantially on their subsequent trails. When rewards were contingent upon performance, productivity was specificity higher then when rewards were not related to performance.

Both Porter and Cherrignton agree that performance- based reward system result in satisfaction. However, a difference between them seems to be that while performance is an essential part of Porter's model, reward is the key to satisfaction in Cherrington's model even non-performance contingent reward systems can satisfy some workers especially poor performers.

Under the Cherrington's theoretical position, if both high performance and satisfaction are to be maintained, two conditions should prevail in the organization:-

Rewards are contingent upon performance.
Perceived equity prevails in its reward system.

When these two conditions do not exist in an organization, rewarded lower-performers may be satisfied, while poorly rewarded high performers are dissatisfied. While satisfied lower-performers may or may not increase their performance, dissatisfied performers will either reduce their performance levels or leave the organization.

Satisfaction And Performance Contingencies

The controversy over the relationship between satisfaction and performance can be resolved by specifying various contingency relationships among performance, reward, reward-satisfaction, and satisfaction-performance contingencies.

Perceived equity	Current Satisfaction	Anticipated Satisfaction	Motivation & Performance
Equity	Satisfaction	High	Increase
		No change	Status Quo
		Low	Decrease
Over Rewarded	Inequity	High	Over Motivated
		No change	Increase
		Low	Decrease
Under Rewarded	Dissatisfaction	High	Increase
		No change	Decrease
		Low	Frustration, Aggression, Absenteeism, Turnover and withdrawal.
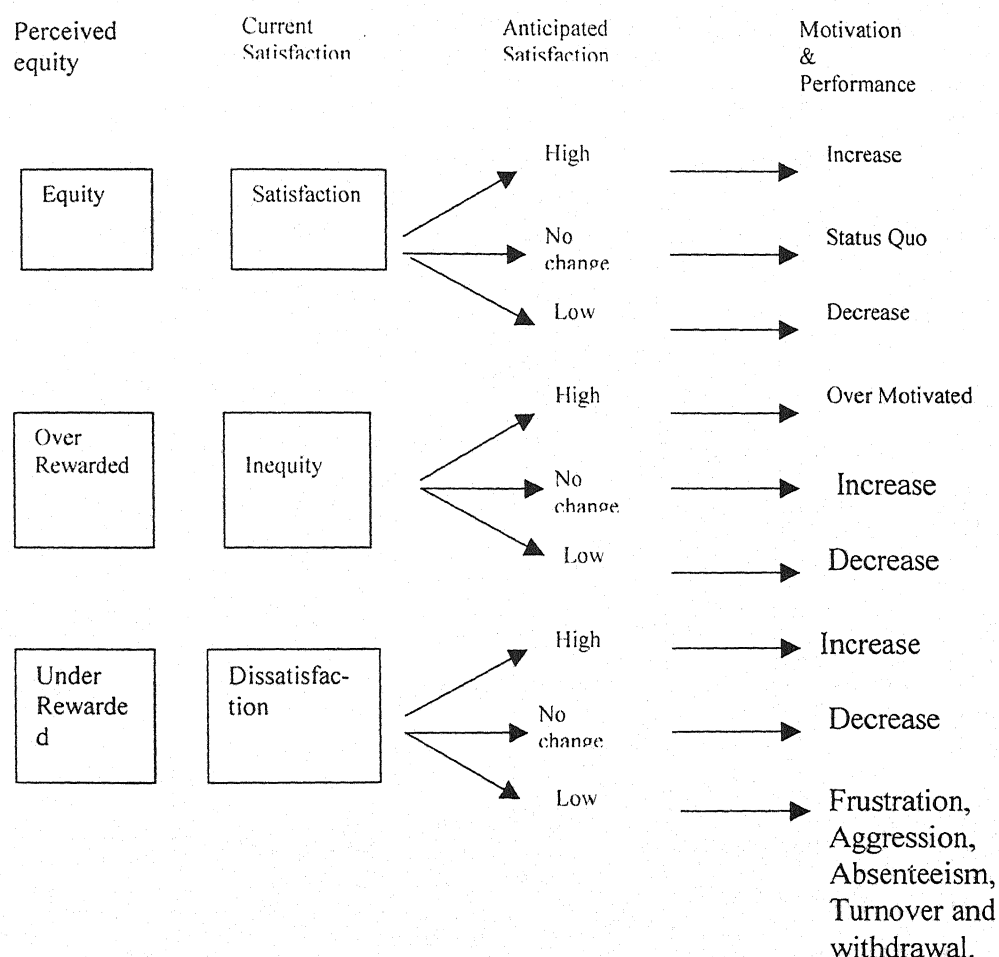
The performance-reward contingency implies that people are more likely to perceive their rewards to be equitable under performance-contingent reward system than under non-performance contingent systems. When rewards are not contingent upon performance, there is more room for people to feel that they are either under or over-paid in comparison with referent others.

However, performance-based reward system does not automatically ensure that perceived equity. The problem is that in many cases contingent rewards are based on the performance levels perceived by the rewarded. When the perceived performance by the rewarded is at odds with that of the performer, the perceived equity that affects employee's satisfaction may not prevail. Thus, it is necessary for the rewarded to communicate with his subordinates and have a better understanding on the perceived equity. The perceived equity is largely affected by the reader's behavior.

The figure also indicates that job performance is a function of current as well as anticipated satisfaction. The satisfied worker may raise his level of aspiration, anticipating satisfaction of unfulfilled needs or increased outcome valence. If his anticipated outcome valence is higher than what he perceives to be an equitable reward level, he will make an extra effort to achieve high performance. If the former is lower, so will be his motivation and performance.

When a worker feels over-rewarded, he may feel guilty and attempt to reduce the feeling of inequity by exerting high effort and increase productivity. However, if the gap between his anticipated outcome valence and equitable reward level is too wide, the increasing inequity

may over stimulate and cause him to be less effective. If the same level of inequity is expected to prevail, the worker may be motivated to reduce it by showing high productivity.

If the anticipated outcome valence is expected to be lower than his perceived level of equitable rewards, he may either reduce of maintain his performance.

Job attitude largely depends on one's expectation that his effort will lead to valued incentives or outcomes. Thus, even if a person may not be satisfied with his current level of rewards, he may have a positive attitude toward his job if he anticipates his effort leading to increased rewards. However, if the person perceives little or no chance for future job satisfaction, his performance will suffer and exhibit such dysfunctional behaviours as apathy, low morale, absenteeism, turnover, sabotage, strike, drug, abuse, and other mind-altering behaviour.

Summary

It can be said that not only the current level of rewards but also the anticipated level of rewards influence job satisfaction. If what he expects to receive from his job is higher than what he feels he should receive, he may be motivated to increase the instrumental behaviour or performance leading to the anticipated rewards. If the former is lower than the later, he will reduce his performance level. If the perceived equity prevails in the future, he will maintain his current rate of performance.

The more accurate relationship is that high performance leads to high job satisfaction, which then becomes feedback to influence future performance.

This is the performance-satisfaction feedback loop. (Better performance leads to more job satisfaction, which leads back to better performance). When people perform well, they are likely to develop more satisfaction with their work. As the figure shows, the sequence is that better performance typically leads to higher rewards. If these rewards are seen as fair and equitable, then improved satisfaction develops because employees feel that they are receiving rewards in proportion to their performance. On the other hand, if rewards are seen as inequitable for one's level of performance, dissatisfaction tends to occur. In either case, one's level of satisfaction becomes feedback that affects future performance, so the result is a continuously operating performance-satisfaction feed back loop.

D. **JOB SATISFACTION SURVEYS**

Management needs job satisfaction information in order to make sound decisions. The job satisfaction surveys can produce neutral or negative results if they are poorly done, but usually they bring a number of benefits. The expected benefits are most likely to occur when the following conditions are met:-

Management is committed to the survey.

The survey is designed in terms of management and employees needs and objectives.

The survey is properly administered.

There is management follow-up and action to communicate and use the results.

General Job Satisfaction

One benefit of the surveys is that they give management an indication of the general level of satisfaction in the company. Surveys also indicate specific areas of satisfaction or dissatisfaction is particular groups of employees.

In other words, a survey tells how employees feel about their jobs, what parts of jobs these feelings are focused upon, which departments are particularly affected, and whose feelings are involved? The survey is a powerful diagnostic instrument for assessing employee's problems.

Communication

Another benefit is the valuable communication brought by a job-satisfaction survey, communication flows in the direction as people plan the survey, take it, and discuss its results. Upward communication is especially fruitful when employees are encouraged to comment about what is on their minds instead of merely answering questions about what is on management's mind.

Improved Attitude

One benefit, often unexpected, is improved attitudes. For some, the survey is a safety valve, an emotional release, and a chance to get things off their chests. For others, the survey is a tangible expression of management's interest in employee welfare, which given employees a reason to feel better toward management.

Training Needs

Job satisfaction surveys are a useful way to determine certain training needs. Usually employees are given an opportunity to report how well

they feel their supervisor performs certain parts of the job, such as delegation work and giving adequate job instructions. In an indirect way, this indicates the kinds of training that different groups of supervisors need.

Union Benefits

Surveys may also bring benefits to unions. As explained by one union leader, both management and union often argue about what the employees want, but neither really knows. The job-satisfaction survey is one way to find out. Unions rarely oppose surveys, and occasionally they give them support when they know that the union will share the data.

Survey Of Manager Satisfaction

Surveys of manger satisfaction are just as important as surveys of employee satisfaction. Mangers have human needs just like other people. If they are dissatisfied, their unhappiness can spread throughout a whole department because of their broad management influence. Their feelings also may filter into their communities through both their families and their many public contracts outside the company. Job-satisfaction surveys are necessary to diagnose deficiencies in managerial satisfaction and to take correlative action.

E.   INCREASING JOB SATISFACTION

Anyone who has ever held a job knows that if he does not get along with his co-workers the job is unsatisfactory. The most rugged, aggressive, and independent individual will not be satisfied at work if he cannot get along with the working group. Furthermore, adjustment to people on the outside affects a person's adjustment on his job.

In our culture, as in may others, there is strong desire to be approved and respected by others especially one's friends. If an individual is to have job satisfaction, he must feel that he is on par with his friends.

Security contributes to job satisfaction, but it should be remembered that security is social as well as economic. The security is relative, not absolute. A physician is secured in his position and cannot be prevented from continuing in it but he has no guarantee that people will call him.

Loyalty is not being overlooked in job satisfaction, the feeling that the worker has for his firm or boss, or both, contributes to job satisfaction. The factor leads people to sacrifice their own needs and purposes. The factor prompts work beyond the line of duty in relation to job requirements.

Personal Factors

Management cannot, of course, change the personal factors of employees. It should, however, appreciate the role of the personal factors in job satisfaction. Management should place workers where the personal factors of the individual will aid him in achieving job satisfaction.

Factors Inherent In The Job

In building a plant, a company should consider the role of location in job satisfaction. Likewise, in planning for expansion, job satisfaction should be considered in relation to the desirability of building one large plant or two small ones. In laying out the manufacture of a product, management should consider how to make the work less routine and, if

possible, raise the occupational status of the workers. There has been success in showing each worker why his job is important. When this is done, a worker feels that he is necessary part of the team and that he is making a definite contribution toward the goal of the company.

Factors Controlled By Management

These factors are most important for the management to watch, for they include most of the differences between a well-satisfied group of employees and one whose collective morale is very low. Since security is most important to most workers, management should stress this as much as is financially and otherwise feasible. If management were to leave pay at the same general level as for comparable job elsewhere and spend more money for pension plans and the leveling of seasonal peaks and troughs, job satisfaction should be much higher.

Promotion policies have been under fire from unions largely because it was suspected that companies were not fair in selecting employees for advancement. Workers should be assured that they will be promoted strictly based on merit of security, and the promise should be kept.

The management should recognize that people generally like to work with others of similar backgrounds, and that they like to choose their associates. Therefore, if there are no sound reasons for refusal, requests for transfer should be approved.

Adequate training of supervisors to make them capable democratic leaders is of utmost importance.

Few, if any, organizations are guilty of giving too much information to their employees. As pointed out earlier, the workers want to know about

their work situation, the company, and its products. The service of giving information is cheap; its results in making better employees and citizens of its recipients are great. The workers do not want the information by way of the grapevine; if possible, they want to find out form their supervisors in person. Information obtained through the grapevine is often erroneous and detrimental to the company, whereas correct information will help the company in the end.

In discussing the factors related to job satisfaction, the stability of attitudes needs to be recognized. When an organization's employees are dissatisfied with their jobs, they tend to remain dissatisfied even after many of the factors involved are corrected.

It is necessary, therefore, to be all the more diligent in correcting a poor situation. Likewise, high morale will tend to prevail even after many of the factors leading to job satisfaction are removed.

CHAPTER – VIII
JOB SATISFACTION SURVEY IN B.P.C.L. AND T.S.L.

a.) Purpose of the Study
b.) Analysis of Results
c.) Tables

CHAPTER – VIII
JOB SATISFACTION SURVEY IN INDUSTRY

A. PURPOSE OF THE STUDY

Job satisfaction in an important facet of Personnel Management in Industry. Managers in the industry devote substantial effort in ensuring high level of Job Satisfaction.

In order to examine the various which cause satisfaction/dissatisfaction among employees, following two industries were selected for the survey:-

T.S.L., Allahabad

B.P.C.L. Allahabad

The subjects were 40 employees from different service groups, as under :-

Up to ten years service.

10 to 15 years service.

15 to 20 years service.

Over 20 years service.

In T.S.L. and B.P.C.L., five employees each in service groups entioned above responded to the questionnaire for the study.Socio-economic profiles of the respondents have been given in table 8 (a).

Questionnaire

A questionnaire was administered to the respondents. This was to be answered without mention of name and department so as enable respondents to give free and fair response to the questions. The questionnaire was divided in three parts and is attached as appendix .

There responses of all respondents have been tabulated in the form of different tables from table 8.1 to 8.32. The deductions of each table have been summarized at the end of each table.

B.   ANALYSIS OF THE RESULTS

The study involved respondents from four segments of different service levels. The analyses of the results reveal that factors, which contribute to Job satisfaction, are generally akin in all the industries. The dissatisfies were the absence of satisfiers in T.S.L. whereas their presence in B.P.C.L. resulted in high level of job satisfaction.

The following abbreviations have been used in study :-

T.S.L.   -   Triveni Structurals Ltd.

BPCL   -   Bhart Pumps & Compressors Ltd.

C. TABLES

TABLE 8.1

SOCIO – ECONOMIC PROFILE OF MANAGEMENT PERSONNEL

Attribute		Triveni Structurals Ltd.		Bhart Pumps & Compressors Ltd.	
		No.	%	No.	%
1.Age					
	20 to 30 years	05	25	05	25
	30 to 40 years	08	40	07	35
	40 to 50 years	07	35	08	40
Total		20	100	20	100
2.Education					
	Graduation	09	45	07	35
	Post Graduation	04	20	06	30
	Diploma	07	35	07	35
Total		20	100	20	100
3.Rural – Urban Background					
	Rural	80	40	07	35
	Urban	12	60	13	65
Total		20	100	20	100
4.Living Status					
	Alone	09	45	06	30
	With family	11	55	14	70
Total		20	100	20	100
5.Gross Family Income					
	Up to 4000/=	06	30	04	20
	4000 – 8000/=	12	60	13	65
	Over 8000/=	02	10	03	15
Total		20	100	20	100
6.Additional Source of Income					
	Agriculture	03	15	04	20
	Rental Income	02	10	-	-
	Employment of Spouse	03	15	06	30
	Family Business	01	05	01	05
	No Income	11	55	09	45
Total		20	100	20	100

Source:- *On the Basis of Survey*

C. TABLES

TABLE 8.1

SOCIO – ECONOMIC PROFILE OF MANAGEMENT PERSONNEL

Attribute		Triveni Structurals Ltd.		Bhart Pumps & Compressors Ltd.	
		No.	%	No.	%
1.*Age*					
	20 to 30 years	05	25	05	25
	30 to 40 years	08	40	07	35
	40 to 50 years	07	35	08	40
Total		20	100	20	100
2.*Education*					
	Graduation	09	45	07	35
	Post Graduation	04	20	06	30
	Diploma	07	35	07	35
Total		20	100	20	100
3.*Rural – Urban Background*					
	Rural	80	40	07	35
	Urban	12	60	13	65
Total		20	100	20	100
4.*Living Status*					
	Alone	09	45	06	30
	With family	11	55	14	70
Total		20	100	20	100
5.*Gross Family Income*					
	Up to 4000/=	06	30	04	20
	4000 – 8000/=	12	60	13	65
	Over 8000/=	02	10	03	15
Total		20	100	20	100
6.*Additional Source of Income*					
	Agriculture	03	15	04	20
	Rental Income	02	10	-	-
	Employment of Spouse	03	15	06	30
	Family Business	01	05	01	05
	No Income	11	55	09	45
Total		20	100	20	100

Source:- On the Basis of Survey

GRAPH 8.1

SOCIO- ECONOMIC PROFILE OF MANAGEMENT PERSONNEL

3. Rural - Urban Background

2. Education

6. Additional Source of Incoem

5. Gross Family Income

Age

4. Living Status
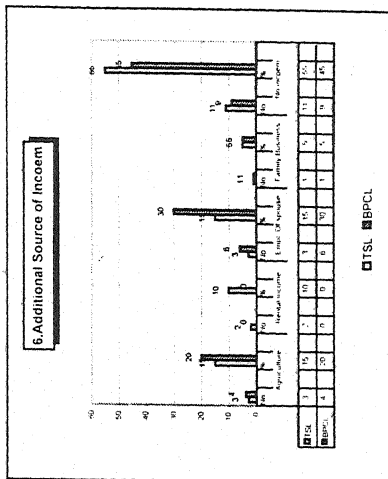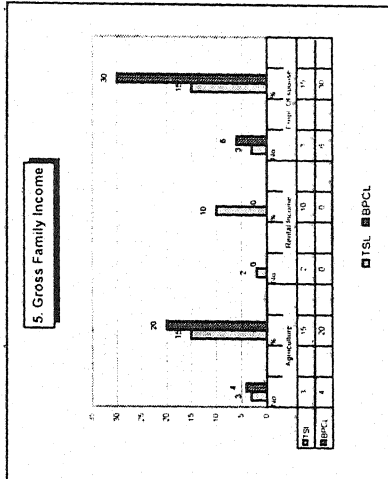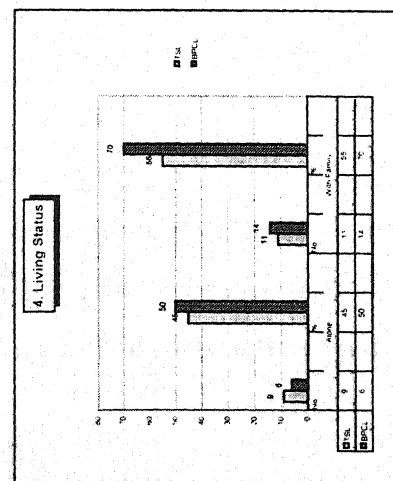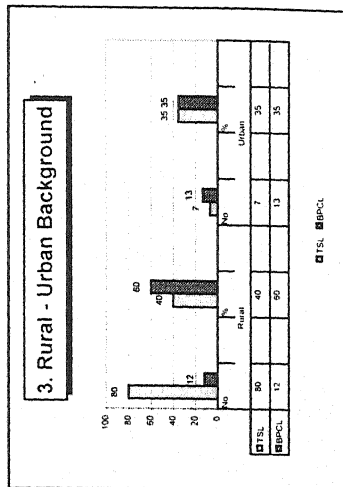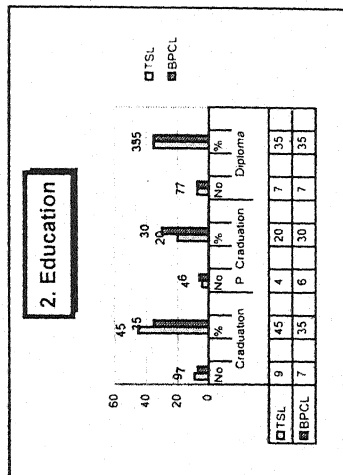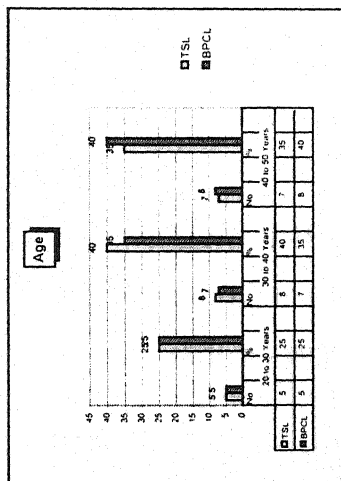
TABLE NO. 8.2

SYSTEM OF AWARD OF BENEFITS IN THE ORGANISATION

S. No.	ServiceGroup	Organization Triveni Structurals Limited Ranking						Organization Bhart Pumps & Compressors Ltd. Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	1	4	-	005	-	-	-	1	4	005
	(a) %	-	-	20	80	-	100	-	-	-	20	80	100
	(b) % Of total	-	-	5	20	-	025	-	-	-	5	20	025
2.	10 to 15 years	-	-	-	3	2	005	-	-	2	3	-	005
	(a) %	-	-	-	60	40	100	-	-	40	60	-	100
	(b) % of total	-	-	-	15	10	025	-	-	10	15	-	025
3.	15 to 20 years	-	-	3	2	-	005	-	-	3	2	-	005
	(a) %	-	-	60	40	-	100	-	-	60	40	-	100
	(b) % of total	-	-	15	10	-	025	-	-	15	10	-	025
4.	Over 20 years	1	4	-	-	-	005	-	1	4	-	-	005
	(a) %	20	80	-	-	-	100	-	20	80	-	-	100
	(b) of total	5	20	-	-	-	025	-	5	20	-	-	025

Source:- On the Basis of Survey

Deductions

Employees in all the two organizations under/survey have generally viewed the system of award of benefits in the organization favourably. IN CASE OF TSL, employees up to service group of 20 years feel dissatisfied and 60 to 80% have graded it between three and five. However, employees over 20 years service group feel satisfied and 80% rate the system as 2 and 20% as one. In BPCL the level of satisfaction is comparatively high in all service groups, it is only employees with more than 20 years service who have rated the system 3 i.e. by 80% of them and 20% as 2. The satisfaction level with the system.

GRAPH 8.2

SYSTEM OF AWARD OF BENEFITS IN THE ORGANISATION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	1	4	0	0	0	0	3	2	0	0	3	2	0	1	4	0	0	0
a. %	0	0	20	80	0	0	0	0	60	40	0	0	60	40	0	20	80	0	0	0
b. % of Total	0	0	5	20	0	0	0	0	15	10	0	0	15	10	0	5	20	0	0	0
BPCL	0	0	0	1	4	0	0	2	3	0	0	0	3	2	0	0	1	4	0	0
a. %	0	0	0	20	80	0	0	40	60	0	0	0	60	40	0	0	20	80	0	0
b. % of Total	0	0	0	5	20	0	0	10	15	0	0	0	15	10	0	0	5	20	0	0

□TSL ■a. % □b. % of Total □BPCL ■a. % □b. % of Total

217
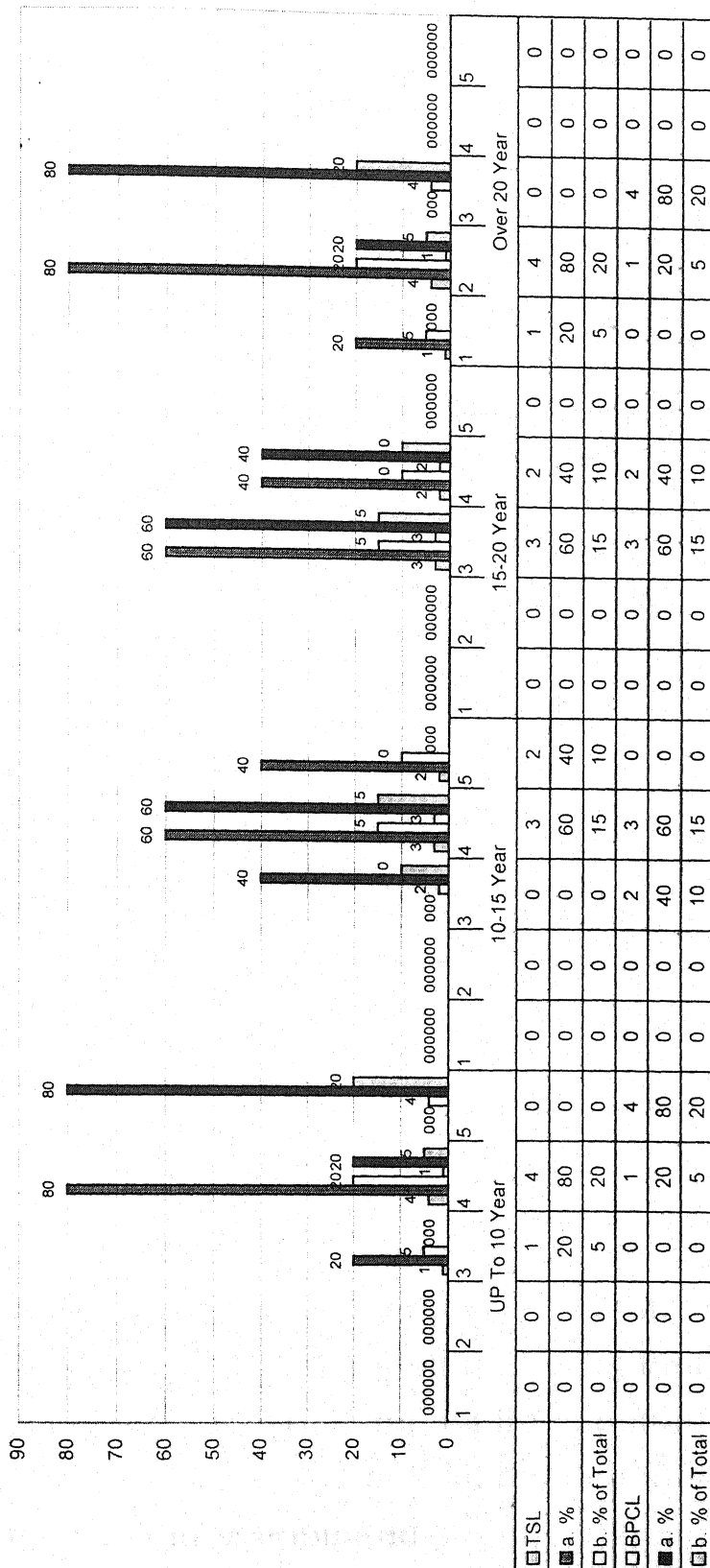
TABLE NO.8.3

HELP BY SENIORS IN TRAINING JUNIOR EMPLOYEES IN THEIR JOB

S. No.	Service Group	Organization Triveni Structurals Limited Ranking						Organization Bhart Pumps & Compressors Ltd. Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	3	1	-	1	005	-	-	2	3	-	005
	(a) %	-	60	20	-	20	100	-	-	40	60	-	100
	(b) % Of total	-	15	5	-	5	025	-	-	10	12	-	025
2.	10 to 15 years	3	-	2	-	-	005	-	-	3	2	-	005
	(a) %	60	-	40	-	-	100	-	-	60	40	-	100
	(b) % of total	15	-	10	-	-	025	-	-	15	10	-	025
3.	15 to 20 years	4	1	-	-	-	005	-	-	3	2	-	005
	(a) %	80	20	-	-	-	100	-	-	60	40	-	100
	(b) % of total	20	5	-	-	-	025	-	-	15	10	-	025
4.	Over 20 years	3	2	-	-	-	005	-	-	3	2	-	005
	(a) %	60	40	-	-	-	100	-	-	60	40	-	100
	(b) of total	5	20	-	-	-	025	-	-	15	10	-	025

Source:- On the Basis of Survey

Deductions

Seniors employees in all the two organization are not generally paying adequate attention to training of Junior Employees.IN CASE OF TSL, employees up to 10 years are paid some attention in training them in their job. 60% rate it two while 20% rate it three and five respectively. While employees of service group 10 years and above rate it two and below. BPCL have better system of training junior employees.

GRAPH 8.3

HELP BY SENIONRS IN TRAINING JUNIOR EMPLOYEES IN THEIR JOB

Legend: ☐ TSL ▪ a. % ☐ b. % of Total ☐ BPCL ▪ a. % ☐ b. % of Total

Categories: UP To 10 Year | 10-15 Year | 15-20 Year | Over 20 Year
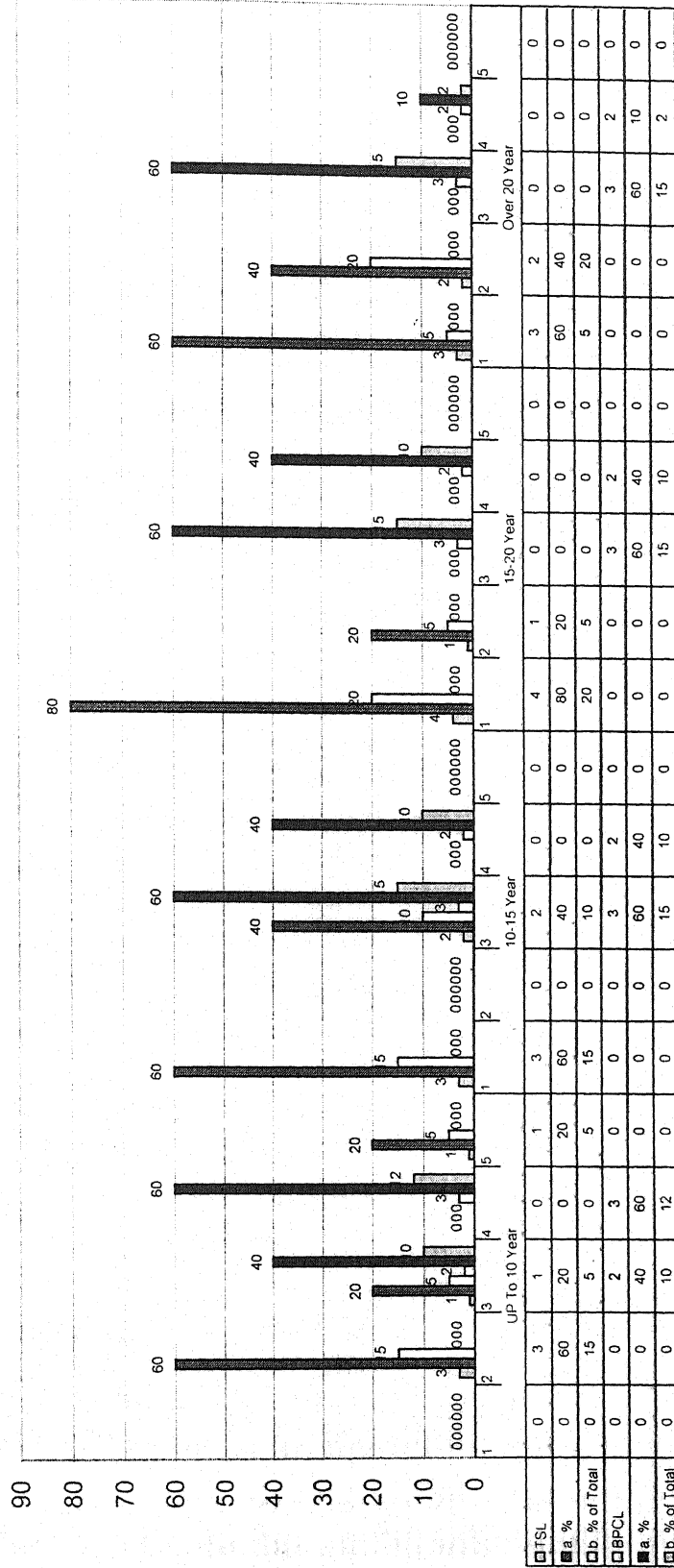
TABLE NO.8.4

ENCOURAGEMENT TO ATTEMPTS TO DO THINGS IN A BETTER WAY

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	-	3	2	005	-	-	-	2	3	005
	(a) %	-	-	-	60	40	100	-	-	-	40	60	100
	(b) % Of total	-	-	-	15	10	025	-	-	-	10	15	025
2.	10 to 15 years	-	2	2	1	-	005	-	-	-	1	4	005
	(a) %	-	40	40	20	-	100	-	-	-	20	80	100
	(b) % of total	-	10	10	5	-	025	-	-	-	5	20	025
3.	15 to 20 years	-	-	-	1	4	005	-	-	-	2	3	005
	(a) %	-	-	-	20	80	100	-	-	-	40	60	100
	(b) % of total	-	-	-	5	20	025	-	-	-	10	15	025
4.	Over 20 years	-	-	-	4	1	005	-	-	-	1	4	005
	(a) %	-	-	-	80	20	100	-	-	-	20	80	100
	(b) of total	-	-	-	20	5	025	-	-	-	5	20	025

Source:- On the Basis of Survey

deduction

Respondents in all the two industries feel satisfied with the encouragement they get to do things in a better way. Majority of employees in all the organization rate this aspect between four and five which signifies very high level of satisfaction with the aspect.

GRAPH 8.4
ENCOURAGEMENT TO ATTEMPTS TO DO THINGS IN A BETTER WAY

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	0	2	3	0	2	2	1	0	1	0	0	1	4	0	0	0	4	1
a. %	0	0	0	40	60	0	40	40	20	0	20	0	0	20	80	0	0	0	80	20
b. % of Total	0	0	0	10	15	0	10	10	5	0	5	0	0	5	20	0	0	0	20	5
BPCL	0	0	0	3	2	0	0	0	1	4	2	0	0	2	3	0	0	0	1	4
a. %	0	0	0	60	40	0	0	0	20	80	40	0	0	40	60	0	0	0	20	80
b. % of Total	0	0	0	15	10	0	0	0	5	20	10	0	0	10	15	0	0	0	5	20

☐ TSL ■ a. % ☐ b. % of Total ☐ BPCL ■ a. % ☐ b. % of Total

221
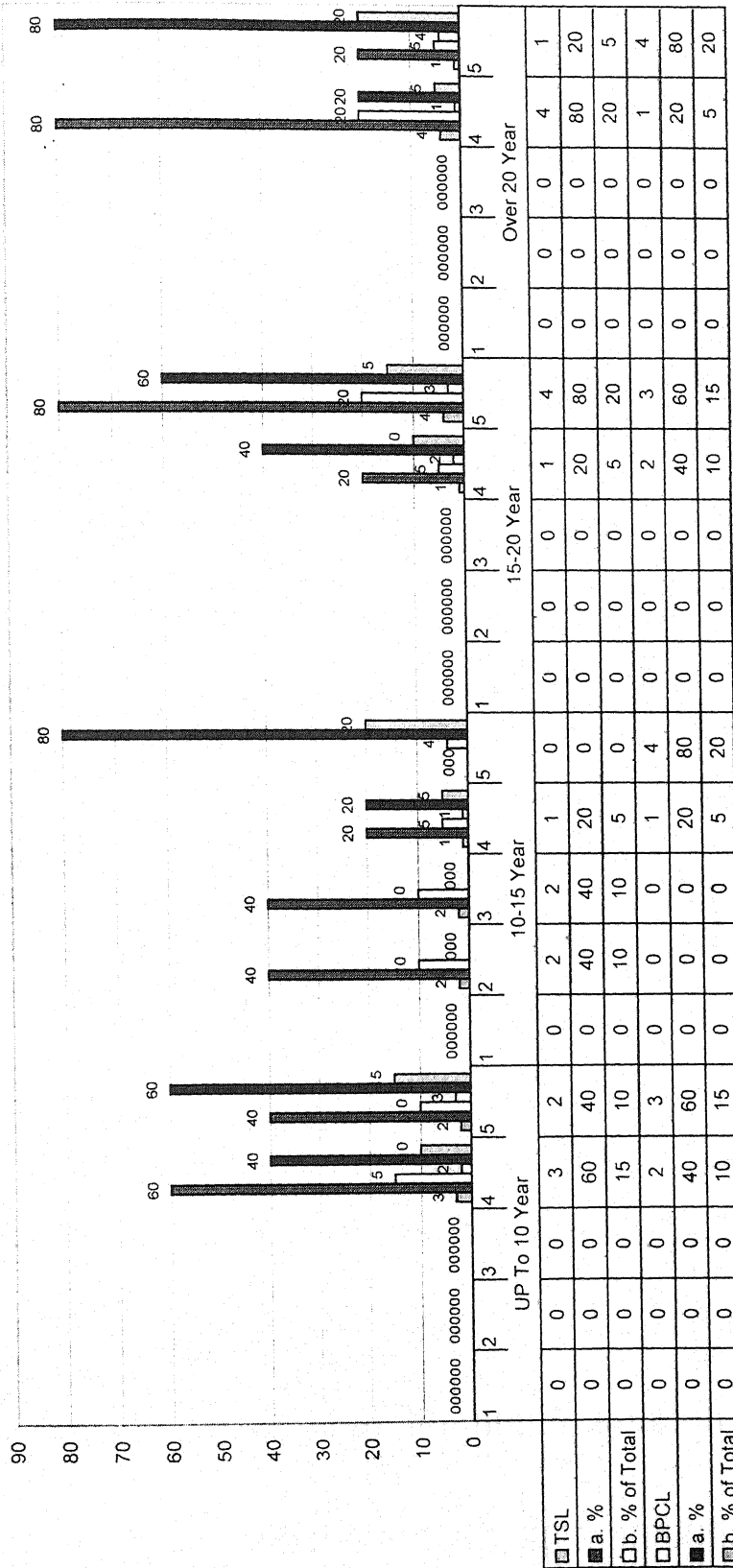
TABLE NO.8.5

OPPORTUNITIES TO DEVELOP SKILLS IN THE JOB

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	3	-	2	005	-	-	2	-	3	005
	(a) %	-	-	60	-	40	100	-	-	40	-	60	100
	(b) % Of total	-	-	15	-	10	025	-	-	10	-	15	025
2.	10 to 15 years	-	-	4	-	1	005	-	-	-	2	3	005
	(a) %	-	-	80	-	20	100	-	-	-	40	60	100
	(b) % of total	-	-	20	-	5	025	-	-	-	10	15	025
3.	15 to 20 years	-	-	1	4	-	005	-	-	-	4	1	005
	(a) %	-	-	20	80	-	100	-	-	-	80	20	100
	(b) % of total	-	-	5	20	-	025	-	-	20	5	-	025
4.	Over 20 years	-	3	-	-	2	005	-	-	-	3	2	005
	(a) %	-	60	-	-	40	100	-	-	-	60	40	100
	(b) of total	-	15	-	-	10	025	-	-	-	15	10	025

Source:- On the Basis of Survey

Deduction

The opportunities to develop skills in the job in BPCL is better than in TSL .

GRAPH 8.5
OPPORTUNITIES TO DEVELOP SKILLS IN THE JOB

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	3	0	0	0	0	4	0	1	0	0	1	4	0	0	3	0	0	2
a. %	0	0	60	0	0	0	0	80	0	20	0	0	20	80	0	0	60	0	0	40
b. % of Total	0	0	15	0	0	0	0	20	0	5	0	0	5	20	0	0	15	0	0	10
BPCL	0	0	2	0	3	0	0	0	2	3	0	0	0	4	1	0	0	0	3	2
a. %	0	0	40	0	60	0	0	0	40	60	0	0	0	80	20	0	0	0	60	40
b. % of Total	0	0	10	0	15	0	0	0	10	15	0	0	0	20	5	0	0	0	15	10
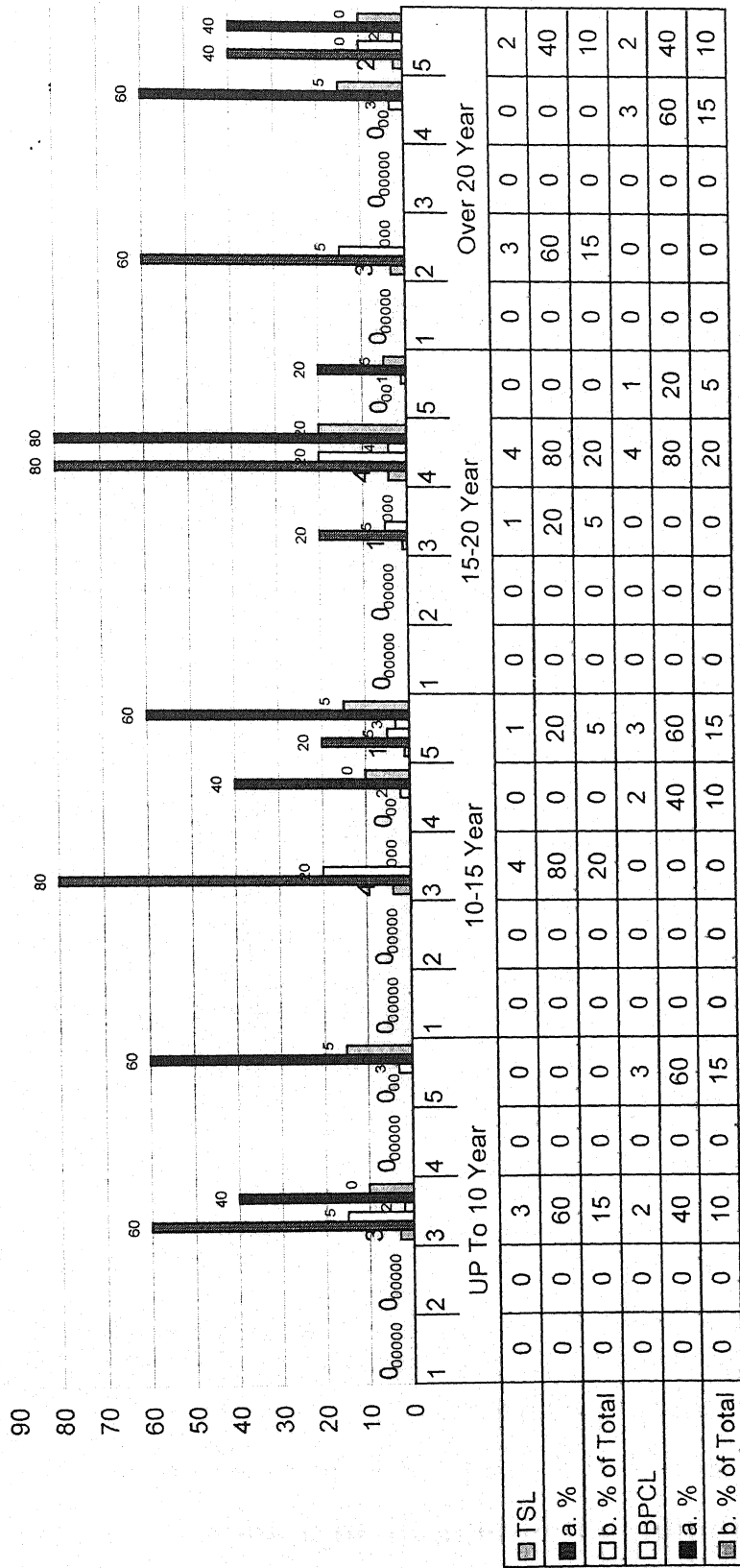
□ TSL ■ a. % □ b. % of Total □ BPCL ■ a. % ▨ b. % of Total

ENCOURAGEMENT TO IDEAS FOR CHANGE

S. No	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressures Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	-	3	2	005	-	-	3	2	-	005
	(a) %	-	-	-	60	40	100	-	-	60	40	-	100
	(b) % Of total	-	-	-	15	10	025	-	-	15	10	-	025
2.	10 to 15 years	-	2	3	-	-	005	-	-	1	4	-	005
	(a) %	-	40	60	-	-	100	-	-	20	80	-	100
	(b) % of total	-	10	15	-	-	025	-	-	5	20	-	025
3.	15 to 20 years	-	3	2	-	-	005	-	-	1	4	-	005
	(a) %	-	60	40	-	-	100	-	-	20	80	-	100
	(b) % of total	-	15	10	-	-	025	-	-	5	20	-	025
4.	Over 20 years	-	-	1	3	1	005	-	-	2	3	-	005
	(a) %	-	-	20	60	20	100	-	-	40	60	-	100
	(b) of total	-	-	5	15	5	025	-	-	10	15	-	025

Source:- On the Basis of Survey

Deduction

Encouragement to ideas for change receive overwhelming encouragement in TSL as all respondents rate the system between three and 4, with majority rating it as 4. In BPCL respondents in service group 10 to 20 years rate this aspect between 2 and 3 with 40% in service group 10 to 15 years rating it 2 and 60% as 3. it is reverse in 15 to 20 years group.

GRAPH 8.6
ENCOURAGEMENT TO IDEAS FOR CHANGE

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	3	5	2	0	2	3	0	0	0	3	2	0	0	0	0	1	3	1
a. %	0	0	60	100	40	0	40	60	0	0	0	60	40	0	0	0	0	20	60	20
b. % of Total	0	0	15	5	10	0	10	15	0	0	0	15	10	0	0	0	0	5	15	5
BPCL	0	0	3	2	0	0	0	1	4	0	0	0	1	4	0	0	0	2	3	0
a. %	0	0	60	10	0	0	0	20	80	0	0	0	20	80	0	0	0	40	60	0
b. % of Total	0	0	15	10	0	0	0	5	20	0	0	0	5	20	0	0	0	10	15	0
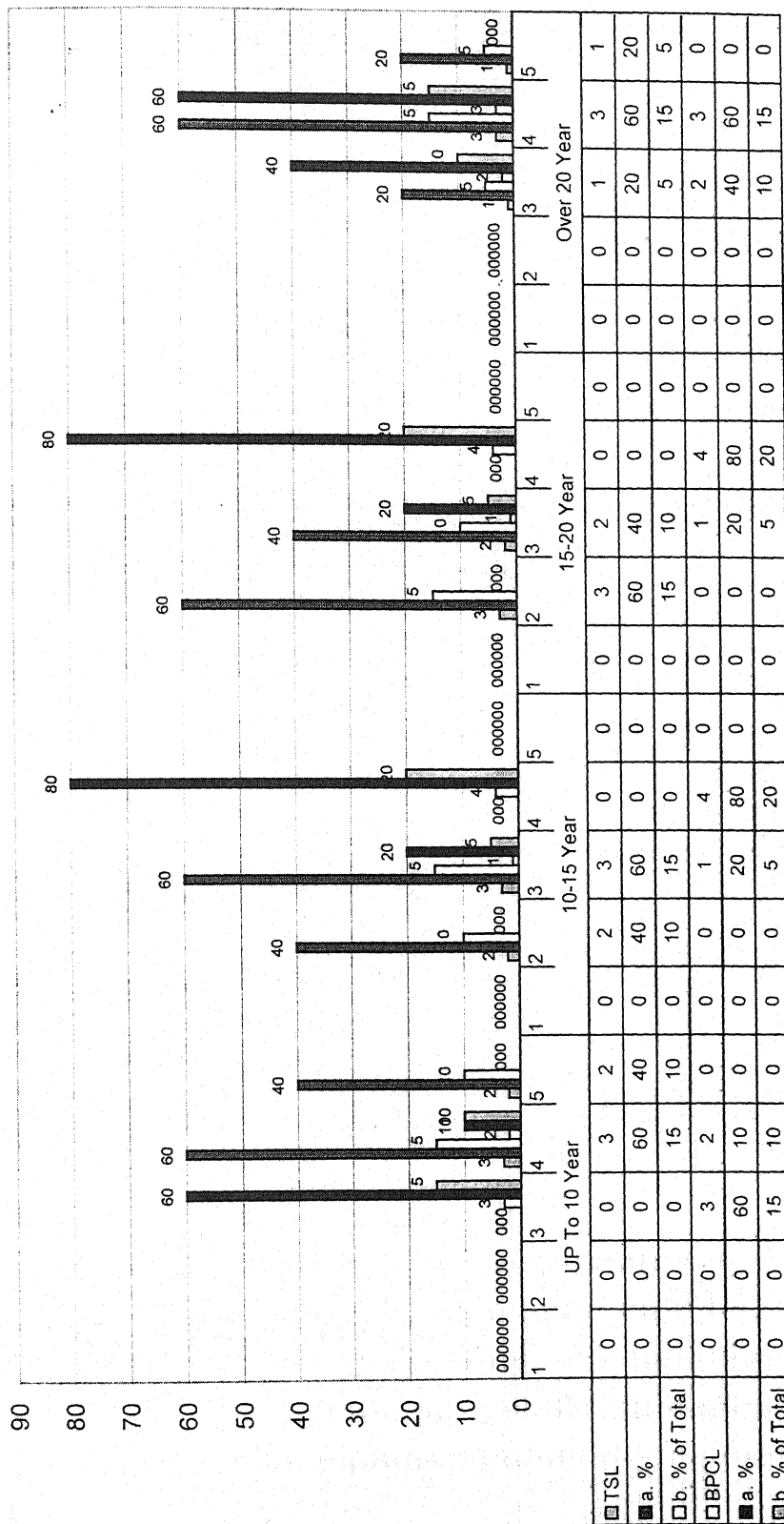
☐TSL ■a. % ☐b. % of Total ☐BPCL ■a. % ☐b. % of Total

TABLE NO. 8.7

EXTENT TO WHICH INFORMATION ABOUT WORK IS PROVIDED TO EMPLOYEES

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	2	3	-	005	-	-	3	2	-	005
	(a) %	-	-	40	60	-	100	-	-	60	40	-	100
	(b) % Of total	-	-	10	15	-	025	-	-	15	10	-	025
2.	10 to 15 years	-	4	1	-	-	005	-	-	2	3	-	005
	(a) %	-	80	20	-	-	100	-	-	40	60	-	100
	(b) % of total	-	20	5	-	-	025	-	-	10	15	-	025
3.	15 to 20 years	-	-	-	1	4	005	-	-	-	3	2	005
	(a) %	-	-	-	20	80	100	-	-	-	60	40	100
	(b) % of total	-	-	-	5	20	025	-	-	-	15	10	025
4.	Over 20 years	-	-	-	4	1	005	-	-	-	4	1	005
	(a) %	-	-	-	80	20	100	-	-	-	80	20	100
	(b) of total	-	-	-	20	5	025	-	-	-	20	5	025

Source:- On the Basis of Survey

Deduction

Generally, information about their work is adequately provided to employees in all the organizations. Respondents have generally rated this aspect between 3 and 5 with majority of them rating it as 4. Only employees in TSL in service group 10 to 15 have rated as 2 and 3 with 80% grading it as 2 and balance as 3. Thus signifying that employees in this service group suffer lack of information.

GRAPH 8.7

EXTENT TO WHICH INFORMATION ABOUT WORK IS PROVIDED TO EMPLOYEES

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	2	3	0	0	0	1	4	0	1	0	0	4	0	0	0	0	4	1
a. %	0	0	40	60	0	0	0	20	80	0	20	0	0	80	0	0	0	0	80	20
b. % of Total	0	0	10	15	0	0	0	5	20	0	5	0	0	20	0	0	0	0	20	5
BPCL	0	0	3	2	0	0	0	2	0	3	3	0	0	2	0	0	0	0	4	1
a. %	0	0	60	40	0	0	0	40	0	60	60	0	0	40	0	0	0	0	80	20
b. % of Total	0	0	15	10	0	0	0	10	0	15	15	0	0	10	0	0	0	0	20	5
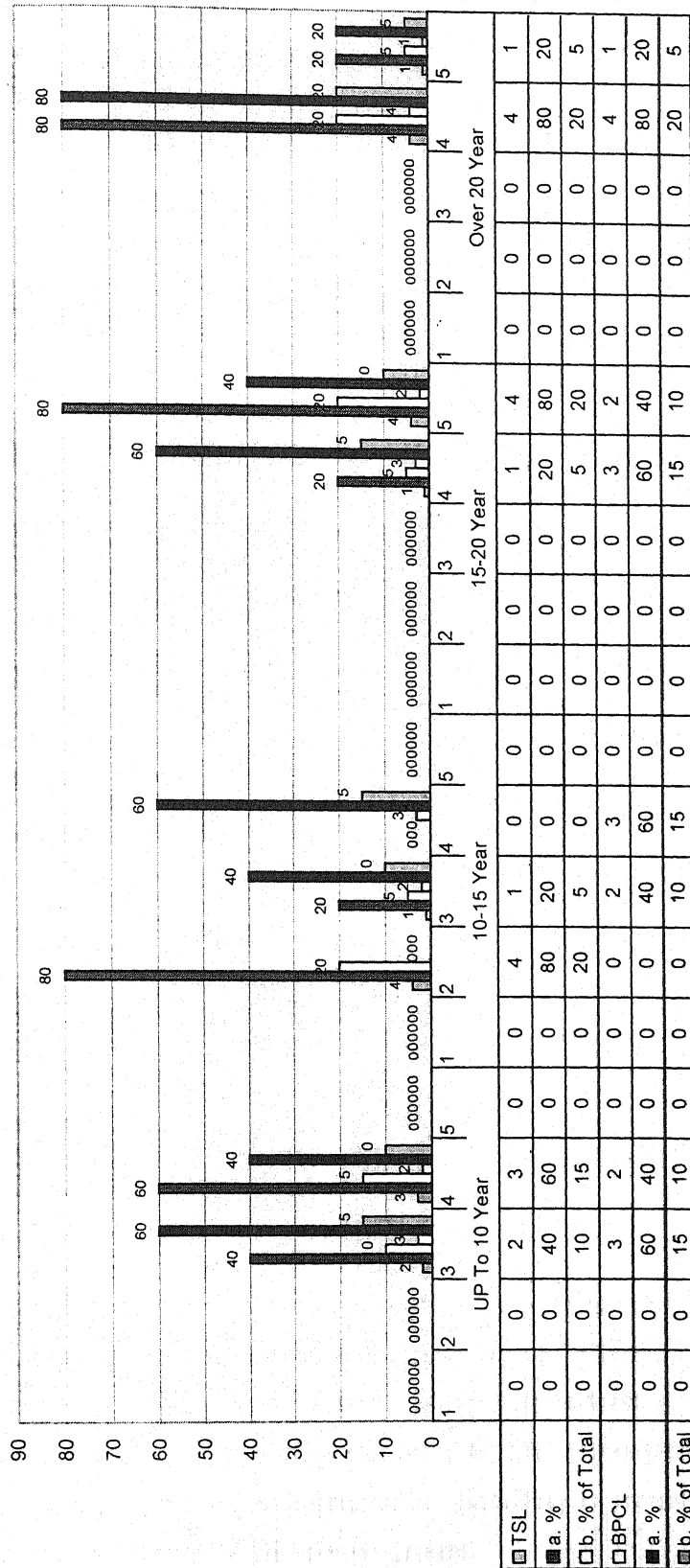
Legend: ☐ TSL ■ a. % ☐ b. % of Total ☐ BPCL ■ a. % ☐ b. % of Total

TABLE NO. 8.8

PROPER HANDLING OF GRIEVANCE OF THE EMPLOOYEES

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	2	-	3	-	005	-	-	3	-	2	005
	(a) %	-	40	-	60	-	100	-	-	60	-	40	100
	(b) % Of total	-	10	-	15	-	025	-	-	15	-	10	025
2.	10 to 15 years	-	4	1	-	-	005	-	-	-	3	2	005
	(a) %	-	80	20	-	-	100	-	-	-	60	40	100
	(b) % of total	-	20	5	-	-	025	-	-	-	15	10	025
3.	15 to 20 years	-	-	-	3	2	005	-	-	-	4	1	005
	(a) %	-	-	-	60	40	100	-	-	-	80	20	100
	(b) % of total	-	-	-	15	10	025	-	-	-	20	5	025
4.	Over 20 years	-	-	-	3	2	005	-	-	-	1	4	005
	(a) %	-	-	-	60	40	100	-	-	-	20	80	100
	(b) of total	-	-	-	15	10	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

TSL has comparatively poor system of handling of grievances of the employees. 40% of the respondents in service group up to 10 years and 80% in 10 to 15 years rate it as 2. In higher service group respondents rate 4 and 5, indicating high satisfaction. In BPCL majority of the respondents have rated the system 4 and 5 signifying that grievances handling is prompt in this organizations among employees of all service groups.

GRAPH 8.8
PROPER HANDLINGOF GRIEVANCE OF THE EMPLOYESS

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	2	0	3	0	0	4	1	0	0	0	0	0	3	2	0	0	0	3	2
a. %	0	40	0	60	0	0	80	20	0	0	0	0	0	60	40	0	0	0	60	40
b. % of Total	0	10	0	15	0	0	20	5	0	0	0	0	0	15	10	0	0	0	15	10
BPCL	0	0	3	0	2	0	0	0	3	2	0	0	0	4	1	0	0	0	1	4
a. %	0	0	60	0	40	0	0	0	60	40	0	0	0	80	20	0	0	0	20	80
b. % of Total	0	0	15	0	10	0	0	0	15	10	0	0	0	20	5	0	0	0	5	20
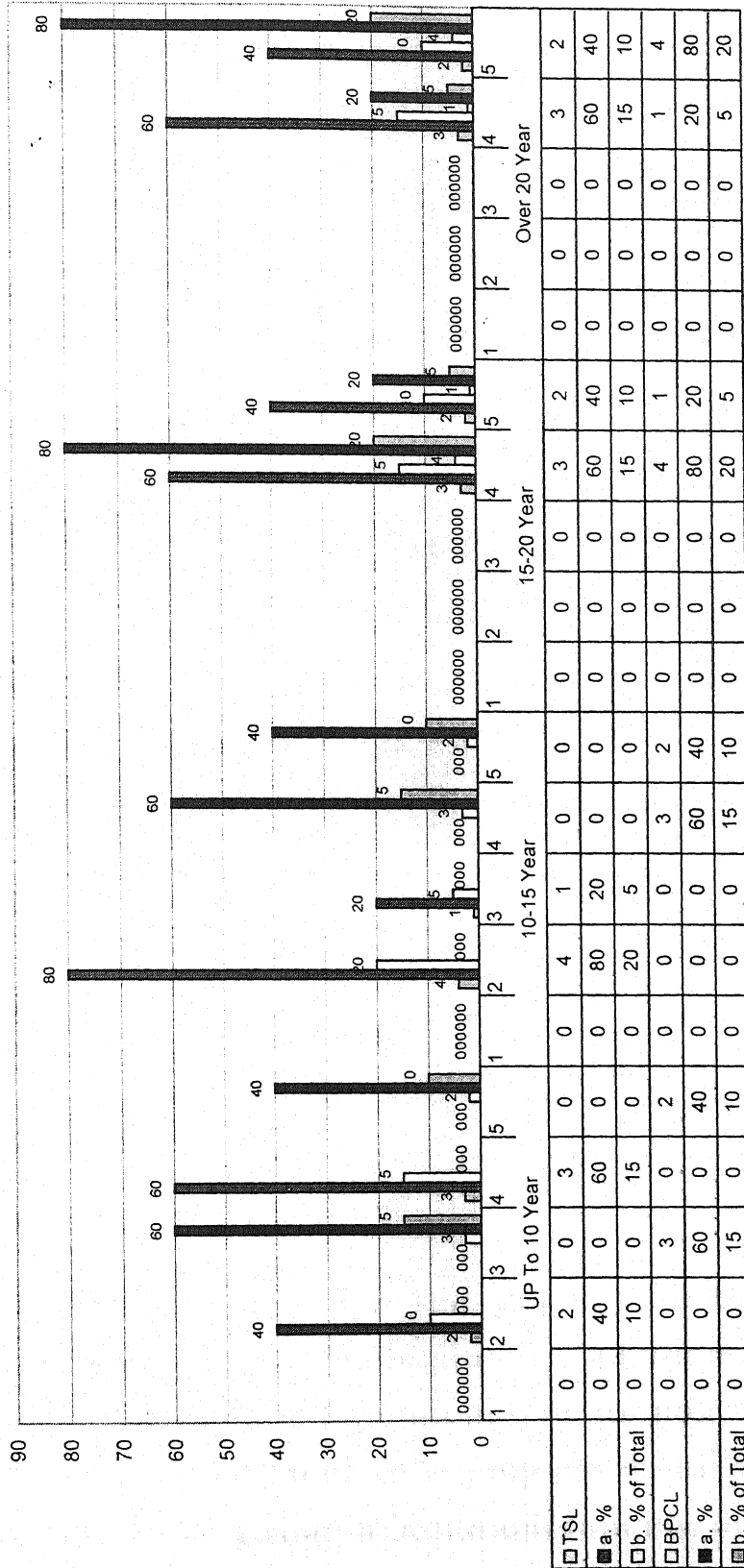
■TSL ■a. % □b. % of Total □BPCL ■a. % ▨b. % of Total

TABLE NO. 8.9

KNOWLEDGE OF EMPLOYEES ABOUT THEIR COLLEAGUES WORKING WITH ORGANISATION

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	3	2	-	005	-	-	-	3	2	005
	(a) %	-	-	60	40	-	100	-	-	-	60	40	100
	(b) % Of total	-	-	15	10	-	025	-	-	-	15	10	025
2.	10 to 15 years	-	-	-	5	-	005	-	-	-	4	1	005
	(a) %	-	-	-	100	-	100	-	-	-	80	20	100
	(b) % of total	-	-	-	25	-	025	-	-	-	20	5	025
3.	15 to 20 years	-	-	1	4	-	005	-	-	-	4	1	005
	(a) %	-	-	20	80	-	100	-	-	-	80	20	100
	(b) % of total	-	-	5	20	-	025	-	-	-	20	5	025
4.	Over 20 years	-	-	-	5	-	005	-	-	-	5	-	005
	(a) %	-	-	-	100	-	100	-	-	-	100	-	100
	(b) of total	-	-	-	25	-	025	-	-	-	25	-	025

Source:- On the Basis of Survey

Deduction

Generally, employees in all organizations have adequate knowledge about their colleagues. Respondents in all service groups in BPCL rate this aspect as 4 and 5. In TSL also except 60% respondents in service group up to 10 years and 30% between 15 to 20 years service group who rate this aspect as 3, all other rate it as 4. Thus, generally all respondents know their colleagues in the organization.

GRAPH 8.9

KNOWLEDGE OF EMPLOYEES ABOUT THEIR COLLEAGUES WORKING WITH ORGANISATION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	3	2	0	0	0	0	5	0	0	0	1	4	0	0	0	0	5	0
a. %	0	0	60	40	0	0	0	0	100	0	0	0	20	80	0	0	0	0	100	0
b. % of Total	0	0	15	10	0	0	0	0	25	0	0	0	5	20	0	0	0	0	25	0
BPCL	0	0	0	3	2	0	0	0	4	1	0	0	0	4	1	0	0	0	5	0
a. %	0	0	0	60	40	0	0	0	80	20	0	0	0	80	20	0	0	0	100	0
b. % of Total	0	0	0	15	10	0	0	0	20	5	0	0	0	20	5	0	0	0	25	0
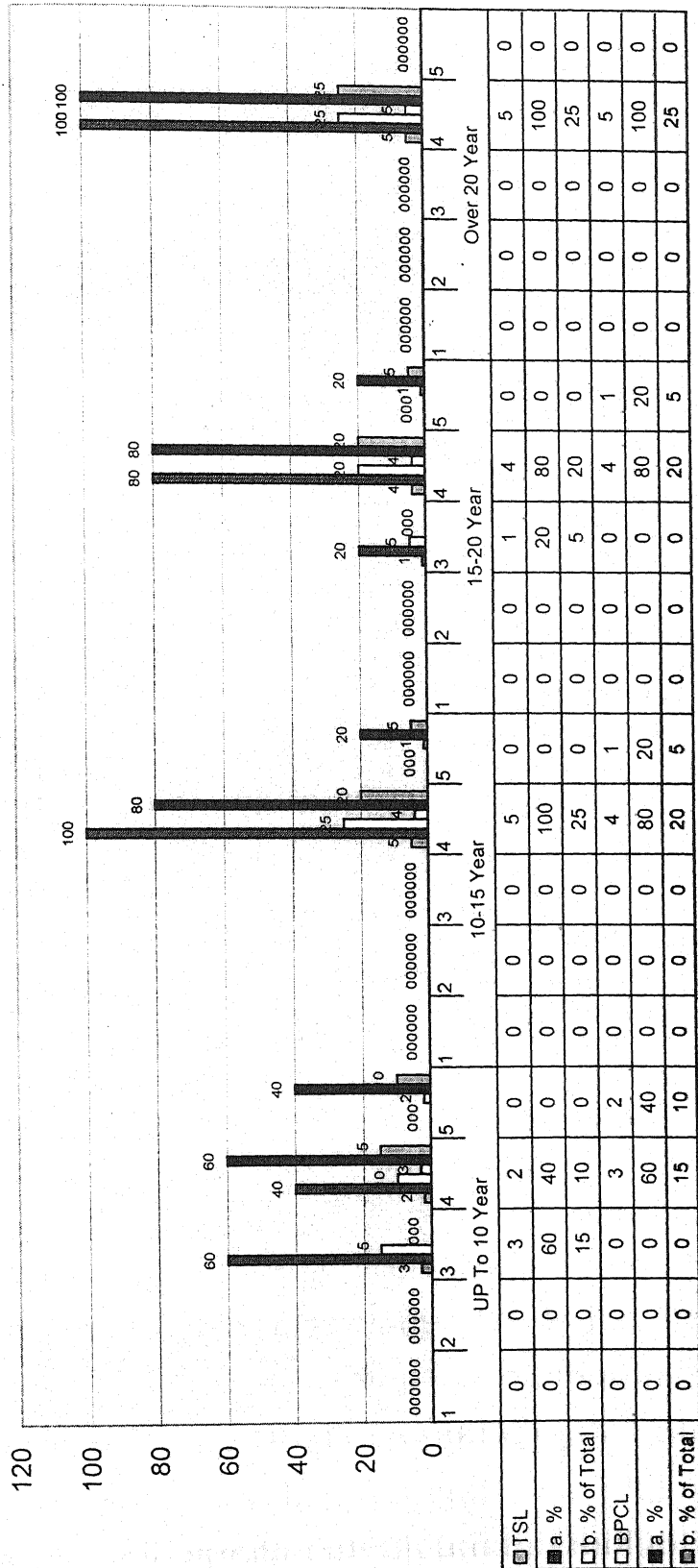
TSL ▫ a. % ▫ b. % of Total ▫ BPCL ▪ a. % ▪ b. % of Total

TABLE NO. 8.10

FULL JOB SECURITY TO EMPLOYEES IN THE JOB

S.No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	2	3	-	-	005	-	-	-	-	5	005
	(a) %	-	40	60	-	-	100	-	-	-	-	100	100
	(b) % Of total	-	10	15	-	-	025	-	-	-	-	25	025
2.	10 to 15 years	1	4	-	-	-	005	-	-	-	1	4	005
	(a) %	20	80	-	-	-	100	-	-	-	20	80	100
	(b) % of total	5	20	-	-	-	025	-	-	-	5	20	025
3.	15 to 20 years	-	-	3	-	2	005	-	-	-	2	3	005
	(a) %	-	-	60	-	40	100	-	-	-	40	60	100
	(b) % of total	-	-	15	-	10	025	-	-	-	10	15	025
4.	Over 20 years	-	-	4	1	-	005	-	-	-	2	3	005
	(a) %	-	-	80	20	-	100	-	-	-	40	60	100
	(b) of total	-	-	20	5	-	025	-	-	-	10	15	025

Source:- On the Basis of Survey

Deduction

Employees in TSL have very little job security, especially in lower service groups. In service group up to respondents rate it 40% as 2 an 60% as 3 while 10 to 15 years service group rate it further low i.e. 20% as and 80% as 2 but employees in service group over 15 years rate this aspect between 3 and 5 signifying comparatively high level of satisfaction. In BPCL level of job security is very high and respondents rate this facet between 4 and 5.

GRAPH 8.10
FULL JOB SECURITY TO EMPLOYEES IN THE JOB

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	2	3	0	0	1	4	0	0	0	0	0	3	0	2	0	0	4	1	0
a. %	0	40	60	0	0	20	80	0	0	0	0	0	60	0	40	0	0	80	20	0
b. % of Total	0	10	15	0	0	5	20	0	0	0	0	0	15	0	10	0	0	20	5	0
BPCL	0	0	0	0	5	0	0	0	1	4	0	0	0	2	3	0	0	0	2	3
a. %	0	0	0	0	100	0	0	0	20	80	0	0	0	40	60	0	0	0	40	60
b. % of Total	0	0	0	0	25	0	0	0	5	20	0	0	0	10	15	0	0	0	10	15
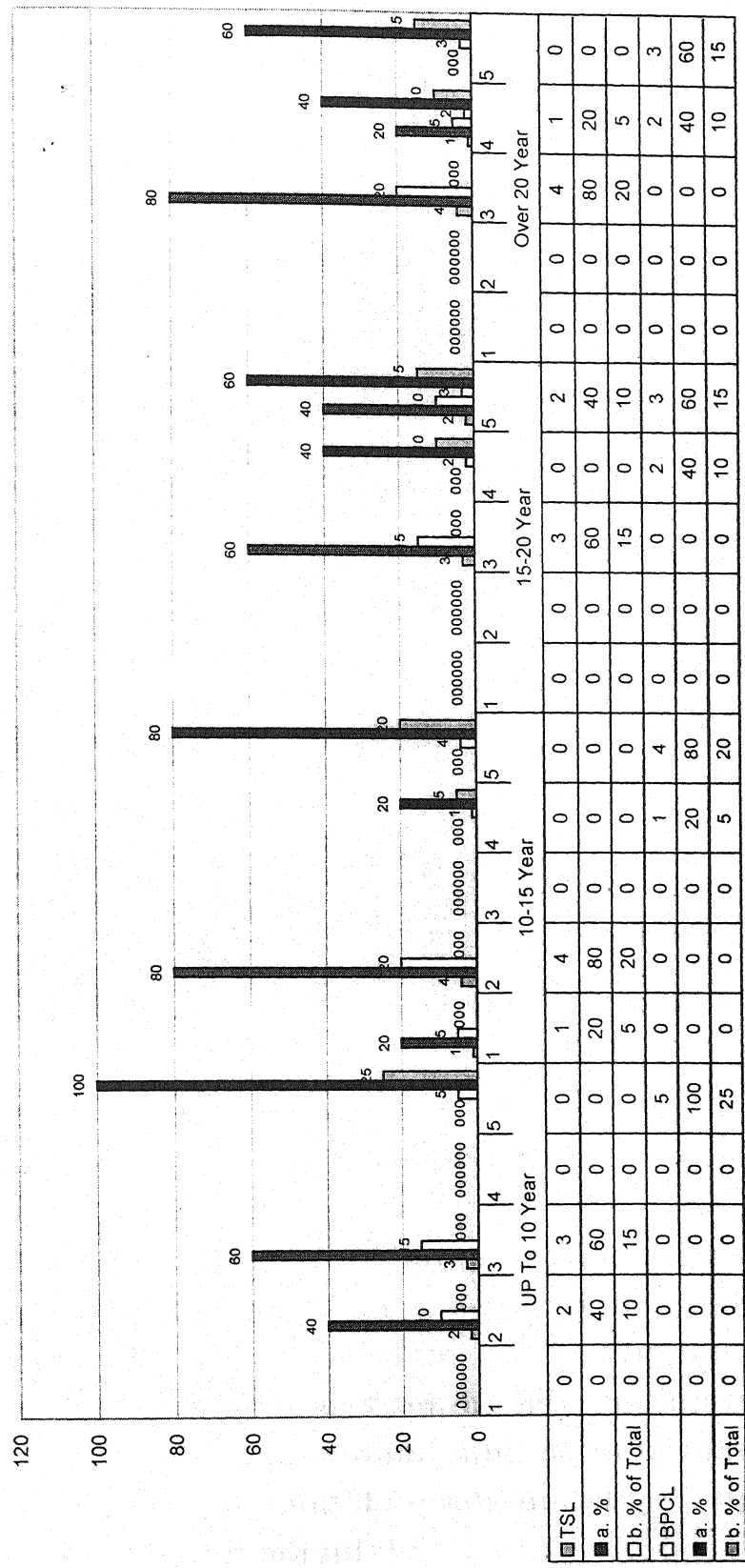
TSL ■ a. % □ b. % of Total □ BPCL ■ a. % ■ b. % of Total

TABLE NO. 8.11

HOW OFTEN REWARDS GIVEN ON VALID REASON

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	3	2	-	005	-	-	-	1	4	005
	(a) %	-	-	60	40	-	100	-	-	-	20	80	100
	(b) % Of total	-	-	15	10	-	025	-	-	-	5	20	025
2.	10 to 15 years	-	-	-	1	4	005	-	-	-	3	2	005
	(a) %	-	-	-	20	80	100	-	-	-	60	40	100
	(b) % of total	-	-	-	5	20	025	-	-	-	15	10	025
3.	15 to 20 years	-	1	4	-	-	005	-	-	-	-	5	005
	(a) %	-	20	80	-	-	100	-	-	-	-	100	100
	(b) % of total	-	5	20	-	-	025	-	-	-	-	25	025
4.	Over 20 years	-	1	4	-	-	005	-	-	-	1	4	005
	(a) %	-	20	80	-	-	100	-	-	-	20	80	100
	(b) of total	-	5	20	-	-	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

Employees in TSL express dissatisfaction over rewards being given on valid reasons, 60% rate it 3 and 40% as four in service group upto 10 years. While 10 to 15 years service group rate between four and five. Employees over 15 years service rank this aspect between two and three only indicating low level of satisfaction. In BPCL rewards being on valid reasons and employees, express satisfaction with the system. Accordingly, respondents have rated this aspect between four and five.

GRAPH 8.11
HOW OFTEN REWARDS GIVEN ON VALID REASON

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	3	2	0	0	0	0	1	4	0	0	1	4	0	0	1	4	0	0
a. %	0	0	60	40	0	0	0	0	20	80	0	0	20	80	0	0	20	80	0	0
b. % of Total	0	0	15	10	0	0	0	0	5	20	0	0	5	20	0	0	5	20	0	0
BPCL	0	0	0	1	4	0	0	0	3	2	0	0	0	0	5	0	0	0	1	4
a. %	0	0	0	20	80	0	0	0	60	40	0	0	0	0	100	0	0	0	20	80
b. % of Total	0	0	0	5	20	0	0	0	15	10	0	0	0	0	25	0	0	0	5	20

Legend: ☐TSL ■a. % ☐b. % of Total ☐BPCL ■a. % ☐b. % of Total

235
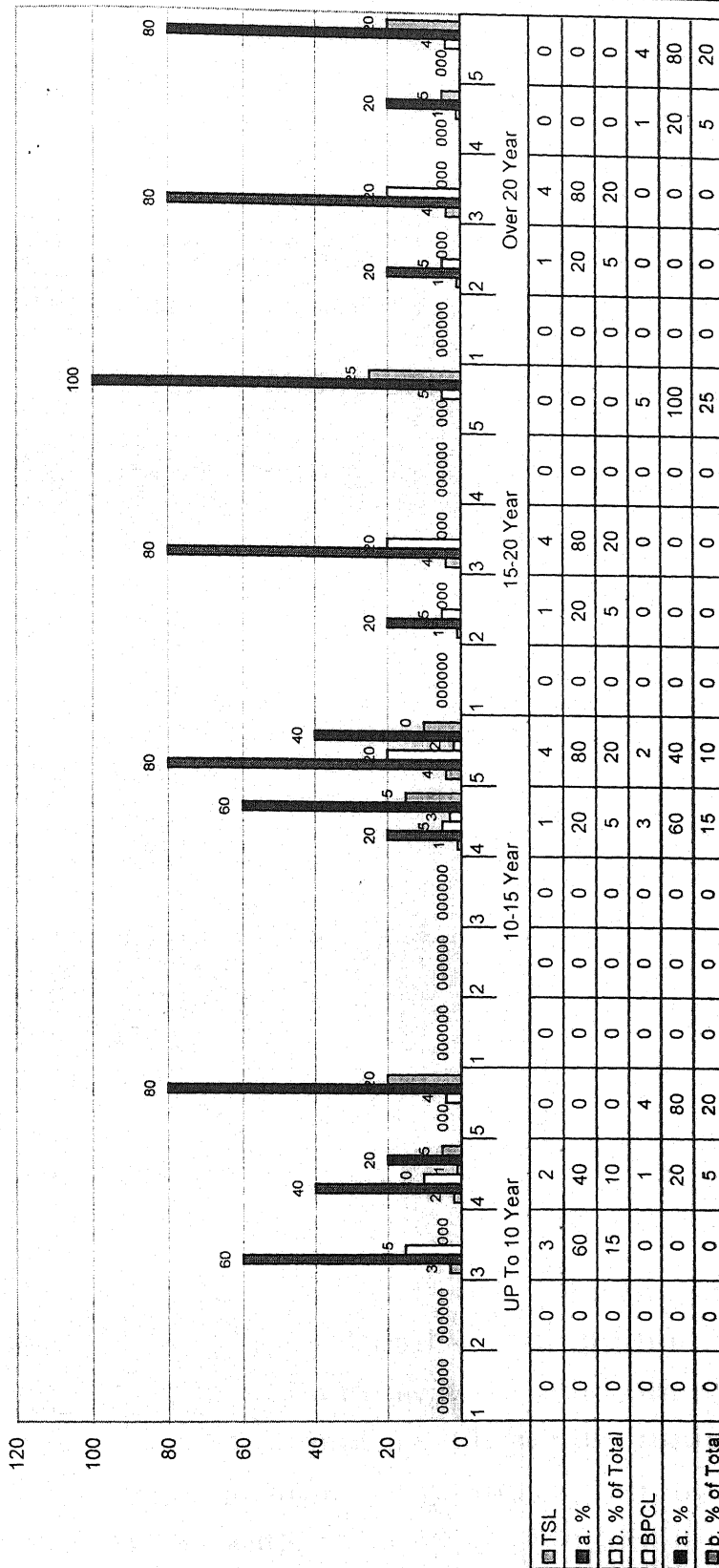
TABLE NO. 8.12

AWARENEES OF PROBLEMS OF LOWER EMPLOYEES BY HIGHER LEVEL EMPLOYEES

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	4	1	-	-	005	-	-	2	3	-	005
	(a) %	-	80	20	-	-	100	-	-	40	60	-	100
	(b) % Of total	-	20	5	-	-	025	-	-	10	15	-	025
2.	10 to 15 years	-	4	1	-	-	005	-	-	2	2	1	005
	(a) %	-	80	20	-	-	100	-	-	40	40	20	100
	(b) % of total	-	20	5	-	-	025	-	-	10	10	5	025
3.	15 to 20 years	3	-	2	-	-	005	-	-	-	2	3	005
	(a) %	60	-	40	-	-	100	-	-	-	40	60	100
	(b) % of total	15	-	10	-	-	025	-	-	-	10	15	025
4.	Over 20 years	3	-	2	-	-	005	-	-	-	4	1	005
	(a) %	60	-	40	-	-	100	-	-	-	80	20	100
	(b) of total	15	-	10	-	-	025	-	-	-	20	5	025

Source:- On the Basis of Survey

Deduction

In TSL, there is very little awareness of problems of lower level employees to higher-level management. Almost all employees rate it between 2 and 3 and 60% in service group over 15 years rate it as 1 which indicates a very low level of satisfaction with this aspect. In BPCL the senior management is comparatively better aware of lower level employees problems. Accordingly this aspect is rated between 3 and 5.

GRAPH 8.12

AWARENEES OF PROBLEMS OF LOWER EMPLOYEES BY HIGHER LEVEL EMPLOYEES

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	4	1	1	0	0	4	1	0	0	0	3	0	0	0	0	3	2	0	0
a. %	0	80	20	20	0	0	80	20	0	0	0	60	0	0	0	0	60	40	0	0
b. % of Total	0	20	5	5	0	0	20	5	0	0	0	15	0	0	0	0	15	10	0	0
BPCL	0	0	2	3	0	0	0	2	2	1	0	0	2	3	0	0	0	0	4	1
a. %	0	0	40	60	0	0	0	40	40	20	0	0	40	60	0	0	0	0	80	20
b. % of Total	0	0	10	15	0	0	0	10	10	5	0	0	10	15	0	0	0	0	20	5
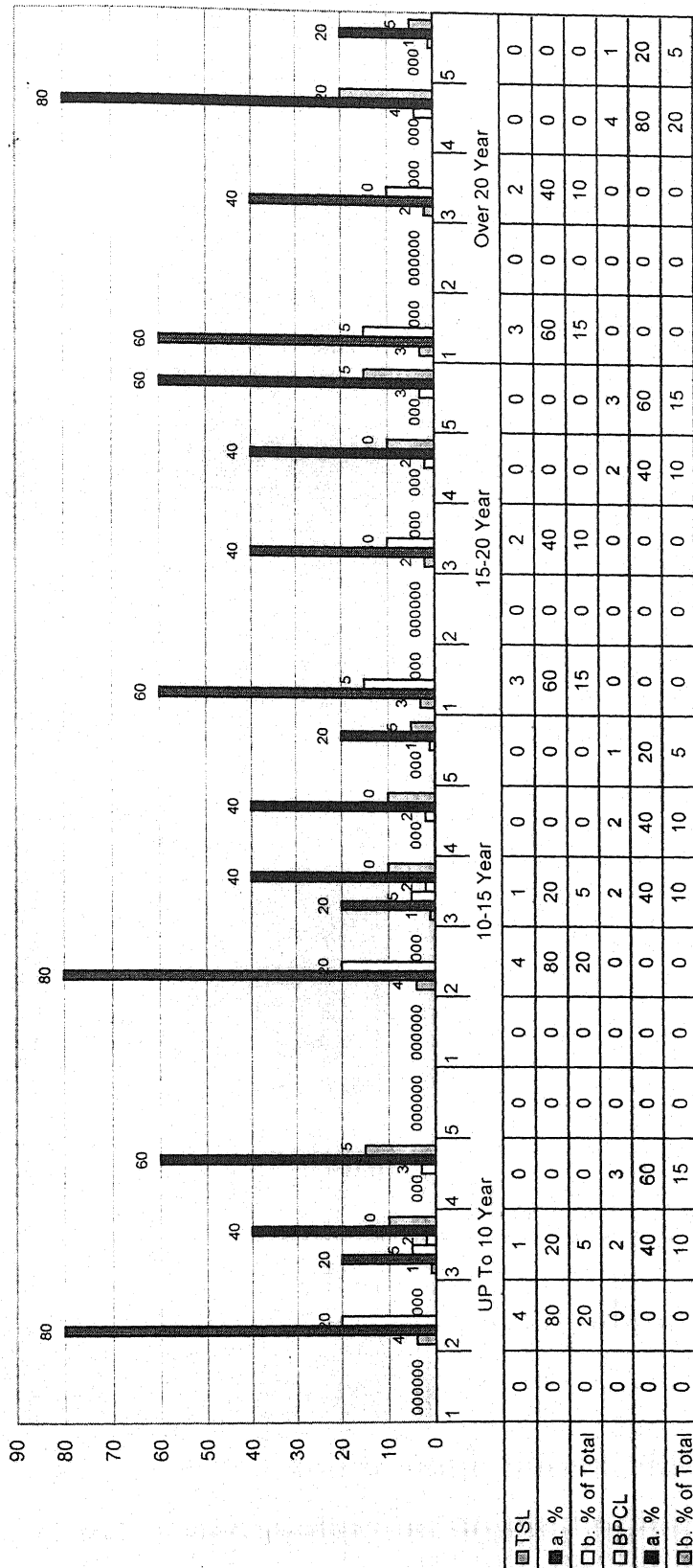
☐TSL ■a. % ☐b. % of Total ☐BPCL ■a. % ☐b. % of Total

TABLE NO. 8.13

HOW OFTEN PLANNED CHANGES DISCUSSED WITH EMPLOYEES

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	3	2	-	-	005	-	-	-	3	2	005
	(a) %	-	60	40	-	-	100	-	-	-	60	40	100
	(b) % Of total	-	15	10	-	-	025	-	-	-	15	10	025
2.	10 to 15 years	-	1	4	-	-	005	-	-	-	4	1	005
	(a) %	-	20	80	-	-	100	-	-	-	80	20	100
	(b) % of total	-	5	20	-	-	025	-	-	-	20	5	025
3.	15 to 20 years	-	-	2	3	-	005	-	-	-	-	5	005
	(a) %	-	-	40	60	-	100	-	-	-	-	100	100
	(b) % of total	-	-	10	15	-	025	-	-	-	-	25	025
4.	Over 20 years	-	2	3	-	-	005	-	-	-	1	4	005
	(a) %	-	40	60	-	-	100	-	-	-	20	80	100
	(b) of total	-	10	15	-	-	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

There is practically very little discussion about planned changes with employees in TSL. Most of the respondents rate this aspect between 2 and 3. While this fact is very highly rated in BPCL.

GRAPH 8.13
HOW OFTEN PLANNED CHANGES DISCUSSED WITH EMPLOYEES

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	3	2	0	0	0	1	4	0	0	0	0	3	3	0	0	2	3	0	0
a. %	0	60	40	0	0	0	20	80	0	0	0	0	40	60	0	0	40	60	0	0
b. % of Total	0	15	10	0	0	0	5	20	0	0	0	0	10	15	0	0	10	15	0	0
BPCL	0	0	0	3	2	0	0	0	4	1	0	0	0	0	5	0	0	0	1	4
a. %	0	0	0	60	40	0	0	0	80	20	0	0	0	0	100	0	0	0	20	80
b. % of Total	0	0	0	15	10	0	0	0	20	5	0	0	0	0	25	0	0	0	5	20

■ TSL ■ a. % □ b. % of Total □ BPCL ■ a. % □ b. % of Total

239
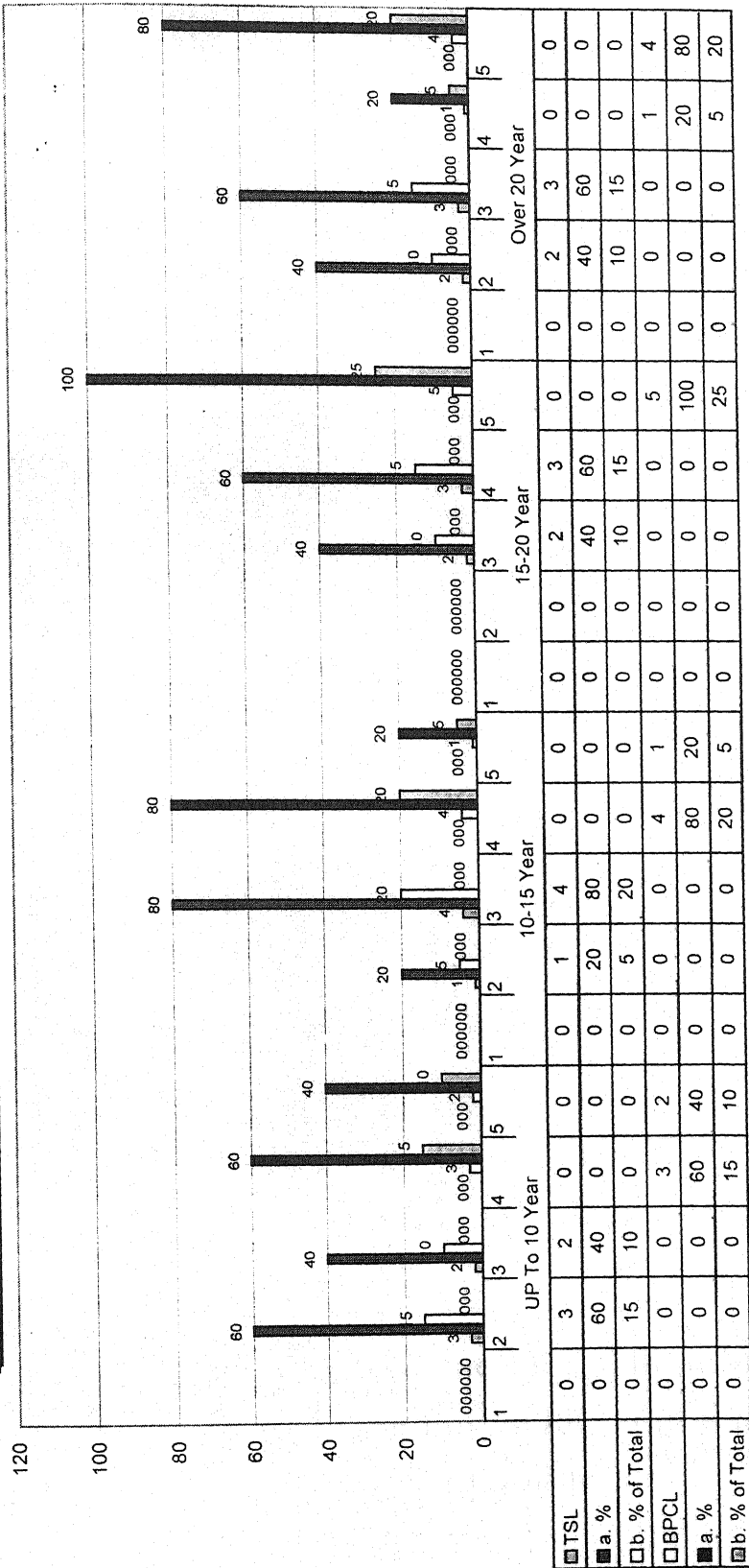
TABLE NO. 8.14

FULL UTILIZATION OF CAPABILITIES OF EMPLOYEES IN THE ORGANISATION

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	*2*	*3*	*4*	*5*	*Total*	*1*	*2*	*3*	*4*	*5*	*Total*
1.	Up to 10 years	-	-	2	3	-	005	-	-	2	3	-	005
	(a) %	-	-	40	60	-	100	-	-	40	60	-	100
	(b) % Of total	-	-	10	15	-	025	-	-	10	15	-	025
2.	10 to 15 years	-	1	4	-	-	005	-	-	3	2	-	005
	(a) %	-	20	80	-	-	100	-	-	60	40	-	100
	(b) % of total	-	5	20	-	-	025	-	-	15	10	-	025
3.	15 to 20 years	-	-	1	4	-	005	-	-	1	4	-	005
	(a) %	-	-	20	80	-	100	-	-	20	80	-	100
	(b) % of total	-	-	5	20	-	025	-	-	5	20	-	025
4.	Over 20 years	-	1	4	-	-	005	-	-	2	3	-	005
	(a) %	-	20	80	-	-	100	-	-	40	60	-	100
	(b) of total	-	5	20	-	-	025	-	-	10	15	-	025

Source:- On the Basis of Survey

Deduction

In BPCL, capabilities of the employees are being fully utilized and respondents rate this aspect as four and five. In TSL, employees rate it between two and three indicating low consideration of this aspect.

GRAPH 8.14

FULL UTILIZATION CAPABILITIES OF EMPLOYEES IN THE ORGANISATION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	2	3	0	0	0	1	4	0	0	0	1	0	4	0	0	1	4	0	0
a. %	0	40	60	0	0	0	20	80	0	0	0	20	0	80	0	0	20	80	0	0
b. % of Total	0	10	15	0	0	0	5	20	0	0	0	5	0	20	0	0	5	20	0	0
BPCL	0	2	3	0	0	0	0	3	2	0	0	1	0	4	0	0	0	2	3	0
a. %	0	40	60	0	0	0	0	60	40	0	0	20	0	80	0	0	0	40	60	0
b. % of Total	0	10	15	0	0	0	0	15	10	0	0	5	0	20	0	0	0	10	15	0

TSL ■ a. % □ b. % of Total □ BPCL ■ a. % ■ b. % of Total

241
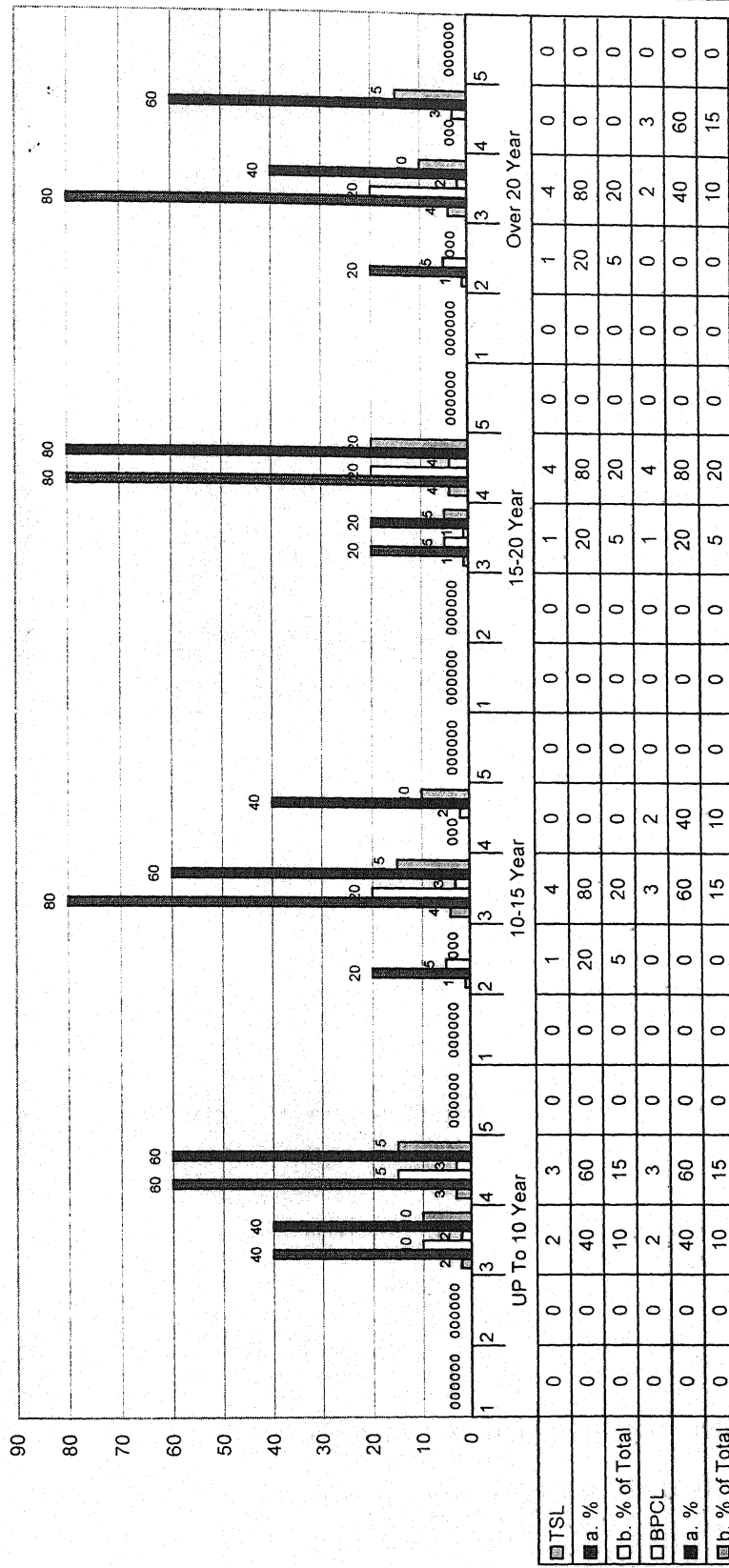
TABLE NO. 8.15

HOW OFTEN SUPERIORS INVITE SUBORDINATES FOR INFORMAL DISCUSSION

S. No.	Service Group	Organization Triveni Structurals Limited Ranking						Organization Bhart pumps & Compressors Ltd. Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	2-	-	3	-	-	005	-	2	-	3	-	005
	(a) %	40	-	60	-	-	100	-	40	-	60	-	100
	(b) % Of total	10	-	15	-	-	025	-	10	-	15	-	025
2.	10 to 15 years	4	-	1	-	-	005	-	2	3	-	-	005
	(a) %	80	-	20	-	-	100	-	40	60	-	-	100
	(b) % of total	20	-	5	-	-	025	-	10	15	-	-	025
3.	15 to 20 years	3	-	2	-	-	005	-	-	3	2	-	005
	(a) %	60	-	40	-	-	100	-	-	60	40	-	100
	(b) % of total	15	-	10	-	-	025	-	-	15	10	-	025
4.	Over 20 years	-	2	3	-	-	005	-	-	3	1	1	005
	(a) %	-	40	60	-	-	100	-	-	60	20	20	100
	(b) of total	-	10	15	-	-	025	-	-	15	5	5	025

Source:- On the Basis of Survey

Deduction

There is very little interaction through informal discussions between superiors and subordinates in TSL. It is rated between one and three with majority rating at as one.

Even in BPCL the aspect is not receiving much importance and is rated between two and four majority rating it as three, which is about 60% of the respondents.

GRAPH 8.15

HOW OFTEN SUPERIORS INVITE SUBORDINATER FOR INFORMAL DISCUSSION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	2	0	3	0	0	4	0	1	0	0	0	0	3	0	0	0	2	3	0	0
a. %	40	0	60	0	0	80	0	20	0	0	0	0	60	0	0	0	40	60	0	0
b. % of Total	10	0	15	0	0	20	0	5	0	0	0	0	15	0	0	0	10	15	0	0
BPCL	0	2	0	3	0	0	2	3	0	0	0	0	3	2	0	0	0	3	1	1
a. %	0	40	0	60	0	0	40	60	0	0	0	0	60	40	0	0	0	60	20	20
b. % of Total	0	10	0	15	0	0	10	15	0	0	0	0	15	10	0	0	0	15	5	5

TSL ■ a. % □ b. % of Total □ BPCL ■ a. % □ b. % of Total

243

TABLE NO. 8.16

MUTUAL TRUST AMONG EMPLOYEES IN THE ORGANISATION

S. No.	Service Group	Organization Triveni Structurals Limited Ranking						Organization Bhart pumps & Compressors Ltd. Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	2	3	-	005	-	-	-	3	2	005
	(a) %	-	-	40	60	-	100	-	-	-	60	40	100
	(b) % Of total	-	-	10	15	-	025	-	-	-	15	10	025
2.	10 to 15 years	-	-	3	2	-	005	-	-	-	1	4	005
	(a) %	-	-	60	40	-	100	-	-	-	20	80	100
	(b) % of total	-	-	15	10	-	025	-	-	-	5	20	025
3.	15 to 20 years	-	-	2	3	-	005	-	-	-	2	3	005
	(a) %	-	-	40	60	-	100	-	-	-	40	60	100
	(b) % of total	-	-	10	15	-	025	-	-	-	10	15	025
4.	Over 20 years	-	1	-	4	-	005	-	-	-	1	4	005
	(a) %	-	20	-	80	-	100	-	-	-	20	80	100
	(b) of total	-	5	-	20	-	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

Mutual trust among employees in all the organizations exists reasonably well. In BPCL this aspect is rated as 4 and 5 while in TSL rating is between 3 and 4 with 20% in service group over 20 years rating it as 2.

GRAPH 8.16
MUTUAL TRUST AMONG EMPLOYEES IN THE ORGANISATION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	2	3	0	0	0	0	3	2	0	0	0	0	3	0	0	0	0	4	0
a. %	0	40	60	0	0	0	0	60	40	0	0	40	0	60	0	0	20	0	80	0
b. % of Total	0	10	15	0	0	0	0	15	10	0	0	10	0	15	0	0	5	0	20	0
BPCL	0	0	3	2	0	0	0	0	1	4	0	0	0	2	3	0	0	0	1	4
a. %	0	0	60	40	0	0	0	0	20	80	0	0	0	40	60	0	0	0	20	80
b. % of Total	0	0	15	10	0	0	0	0	5	20	0	0	0	10	15	0	0	0	5	20
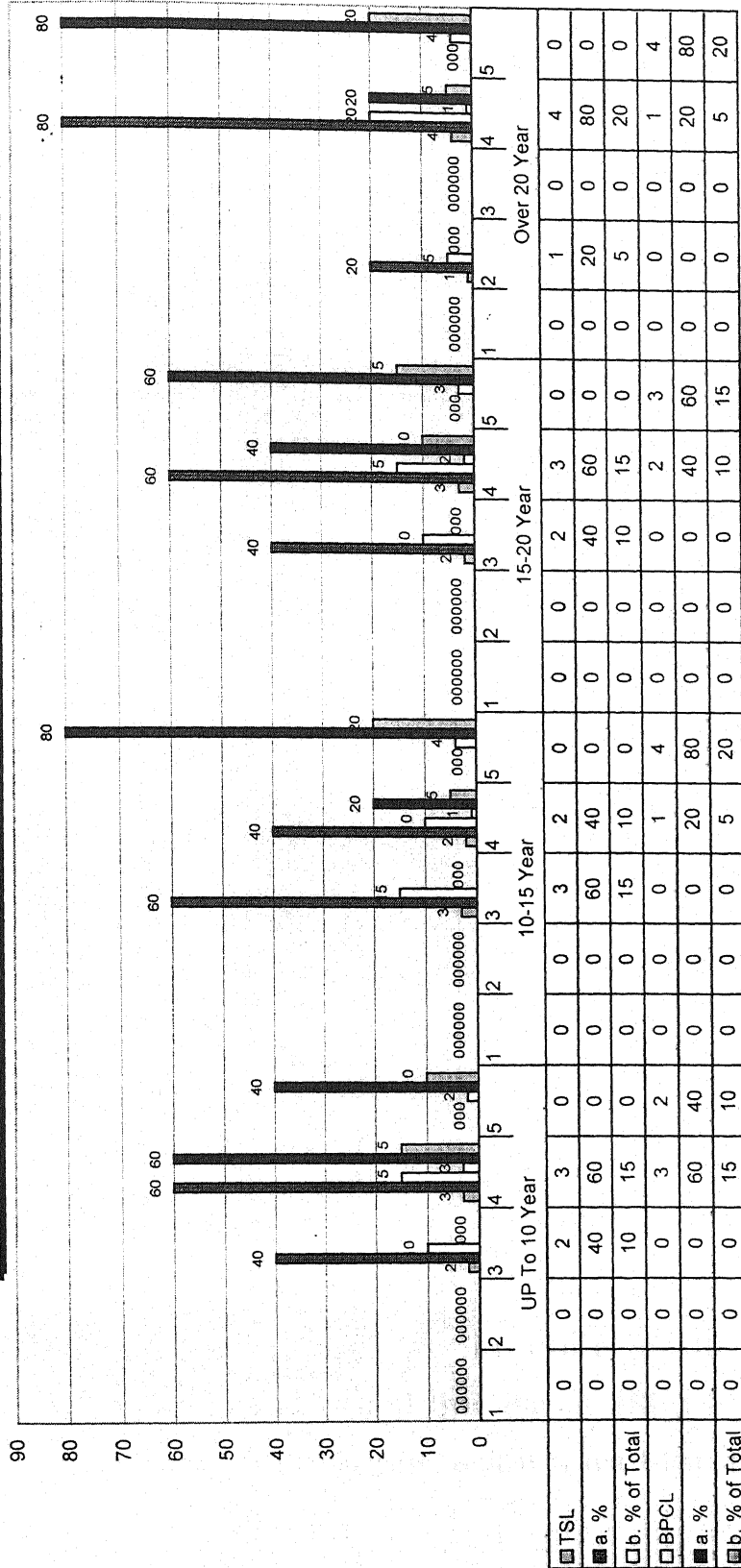
□ TSL ■ a. % □ b. % of Total □ BPCL ■ a. % □ b. % of Total

TABLE NO. 8.17

HOW MUCH THE EMPLOYEES WELFARE IMPORTANT TO THE ORGANISATION

S. No.	Service Group	Organization Triveni Structurals Limited Ranking						Organization Bhart pumps & Compressors Ltd. Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	3	2	-	005	-	-	-	2	3	005
	(a) %	-	-	60	40	-	100	-	-	-	40	60	100
	(b) % Of total	-	-	15	10	-	025	-	-	-	10	15	025
2.	10 to 15 years	-	3	2	-	-	005	-	-	-	3	2	005
	(a) %	-	60	40	-	-	100	-	-	-	60	40	100
	(b) % of total	-	15	10	-	-	025	-	-	-	15	10	025
3.	15 to 20 years	-	2	3	-	-	005	-	-	-	4	1	005
	(a) %	-	40	60	-	-	100	-	-	-	80	20	100
	(b) % of total	-	10	15	-	-	025	-	-	-	20	5	025
4.	Over 20 years	-	3	2	-	-	005	-	-	-	1	4	005
	(a) %	-	60	40	-	-	100	-	-	-	20	80	100
	(b) of total	-	15	10	-	-	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

Employees' welfare assumes significant importance in BPCL. All respondents rate this aspect as four and five. But in TSL the rating is between 2 and 3 indicating that employees welfare is not being given due considerations.

GRAPH 8.17

HOW MUCH THE EMPLOYEES WELFARE IMPORTANT TO THE ORGANISATION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	3	2	0	0	3	2	0	0	0	2	3	0	0	0	3	2	0	0
a. %	0	0	60	40	0	0	60	40	0	0	0	40	60	0	0	0	60	40	0	0
b. % of Total	0	0	15	10	0	0	15	10	0	0	0	10	15	0	0	0	15	10	0	0
BPCL	0	0	0	2	3	0	0	0	3	2	0	0	0	4	1	0	0	0	1	4
a. %	0	0	0	40	60	0	0	0	60	40	0	0	0	80	20	0	0	0	20	80
b. % of Total	0	0	0	10	15	0	0	0	15	10	0	0	0	20	5	0	0	0	5	20
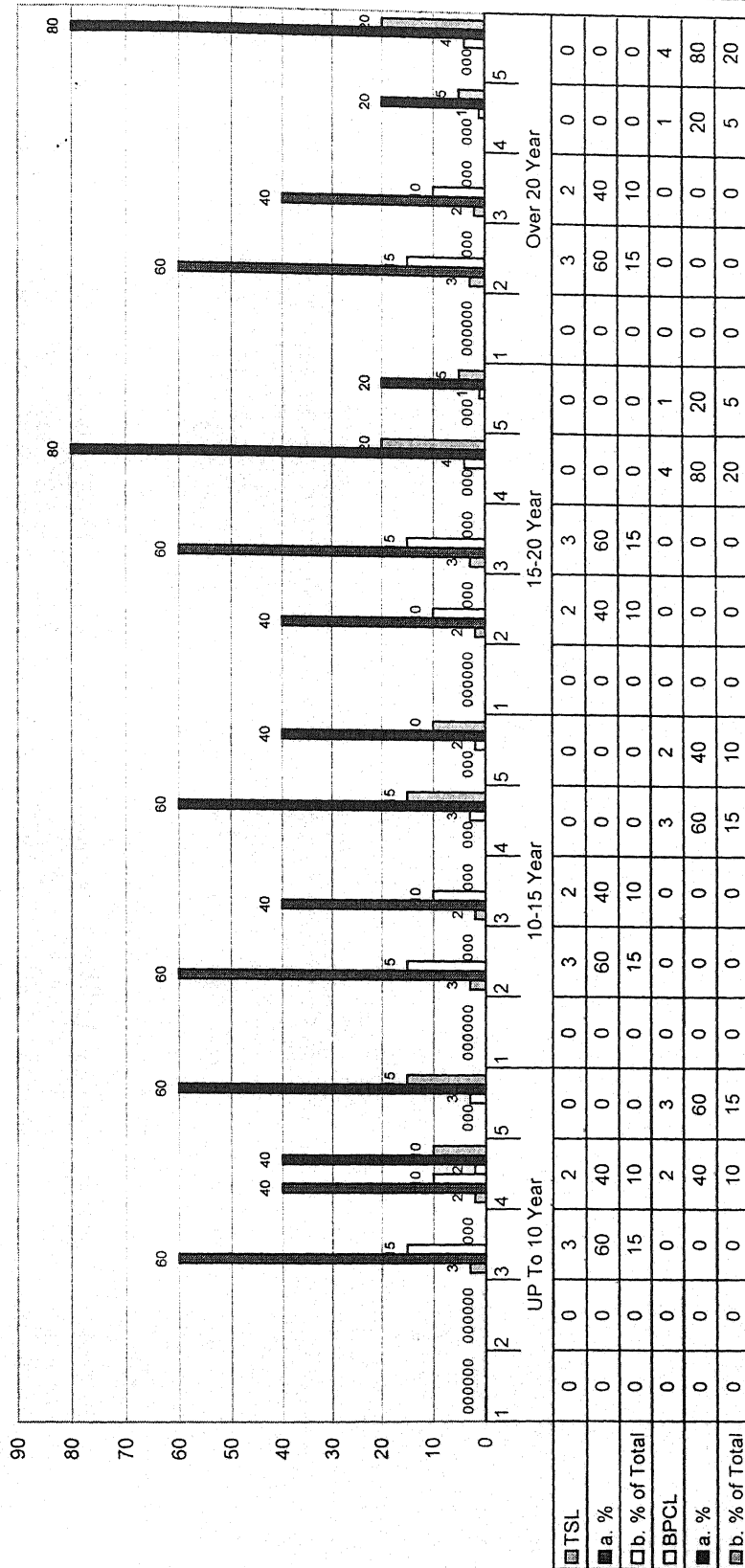
■ TSL ■ a. % □ b. % of Total □ BPCL ■ a. % ■ b. % of Total

TABLE NO. 8.18

DOES ORGANISATION PROVIDE ALL FACILITIES UNDE

FACTORY ACT

S. No.	Service Group	Organization Triveni Structurals Ltd.						Organization Bhart pumps & Compressors Ltd.					
		Ranking						Ranking					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years	-	-	-	3	2	005	-	-	-	2	3	005
	(a) %	-	-	-	60	40	100	-	-	-	40	60	100
	(b) % Of total	-	-	-	15	10	025	-	-	-	10	15	025
2.	10 to 15 years	-	-	2	3	-	005	-	-	-	1	4	005
	(a) %	-	-	40	60	-	100	-	-	-	20	80	100
	(b) % of total	-	-	10	15	-	025	-	-	-	5	20	025
3.	15 to 20 years	-	-	-	2	3	005	-	-	-	2	3	005
	(a) %	-	-	-	40	60	100	-	-	-	40	60	100
	(b) % of total	-	-	-	10	15	025	-	-	-	10	15	025
4.	Over 20 years	-	-	-	3	2	005	-	-	-	3	2	005
	(a) %	-	-	-	60	40	100	-	-	-	60	40	100
	(b) of total	-	-	-	15	10	025	-	-	-	15	10	025

Source:- On the Basis of Survey

Deduction

The BPCL organization is providing facilities under factory act and respondents in all the service groups in the organization rate this aspect between three and five. The majority however has rated it as five except in TSL.

GRAPH 8.18
DOES ORGANISATION PROVIDE ALL FACILITIES UNDE FACTORY ACT

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
a. %	0	0	60	40	40	0	0	40	60	0	0	0	0	40	60	0	0	0	60	40
b. % of Total	0	0	15	10	10	0	0	10	15	0	0	0	0	10	15	0	0	0	15	10
BPCL	0	0	2	3	0	0	0	0	1	4	0	0	0	2	3	0	0	0	3	2
a. %	0	0	40	60	0	0	0	0	20	80	0	0	0	40	60	0	0	0	60	40
b. % of Total	0	0	10	15	0	0	0	0	5	20	0	0	0	10	15	0	0	0	15	10
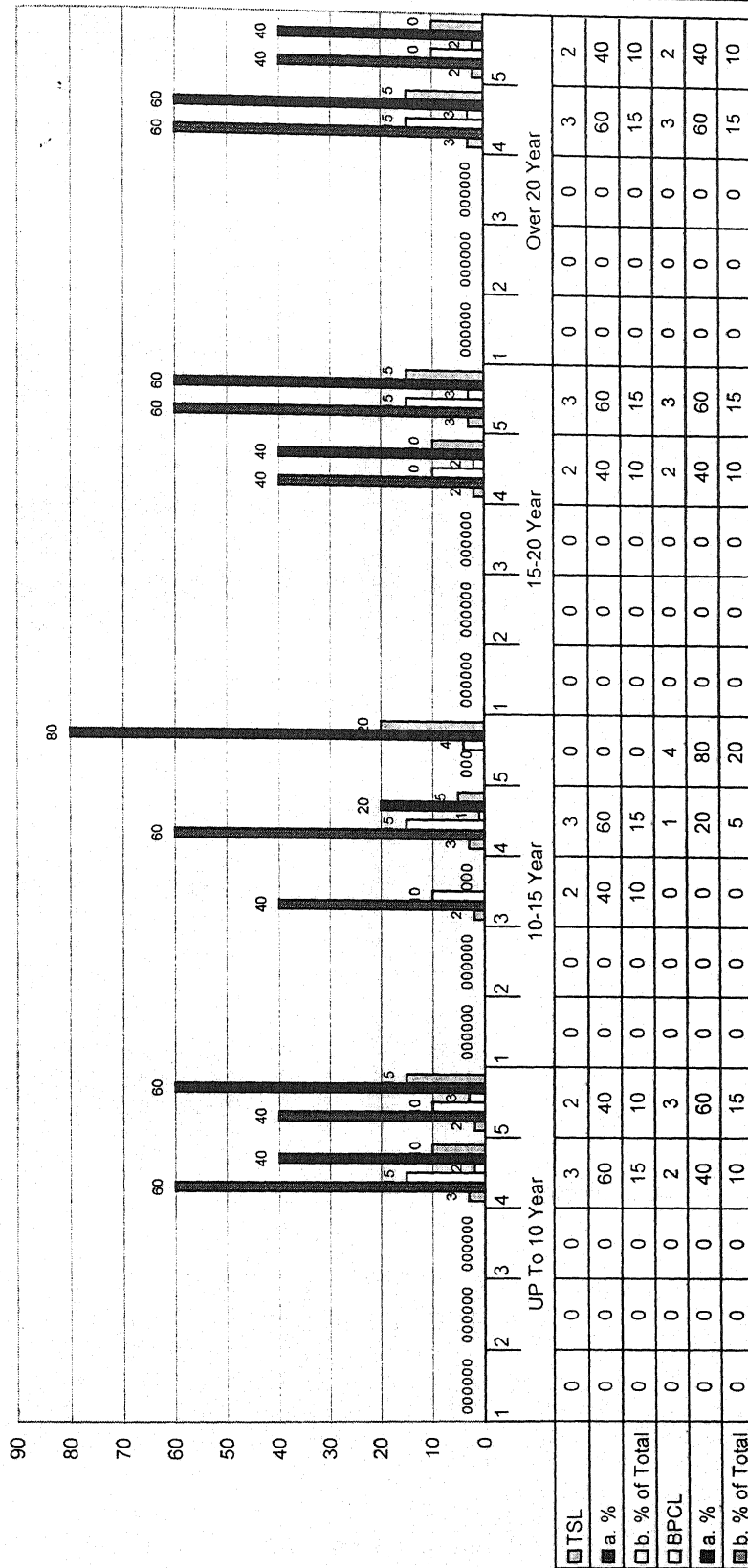
□TSL ▪ a. % □ b. % of Total □BPCL ▪ a. % □ b. % of Total

TABLE NO. 8.19

FRINGE BENEFITS BEING PROVIDED BY ORGANISATION TO ITS EMPLOYEES

Service	Organization Triveni Structurals Limited	Organization Bharat Pumps & Compressors Limited
	Fringe Benefits	*Fringe Benefits*
All service groups	Provident fund	Provident fund
	Gratuity	L.T.A.
	Family Pension	Free accommodation
	Bonus	Free electricity
	Benevolent scheme	Super annuation
	Group insurance	Gratuity
	Medical claim	Family pension
	Medical claim	Bonus
		Medical claim

TABLE NO. 8.20

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart pumps & Compressors Ltd.		
Q.1 If you have a choice of similar job in different organization, will you change other		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	2	3	005	2	3	005
	(a) %	40	60	100	40	60	100
	(b) % Of total	10	15	025	10	15	025
II.	10 to 15 years	3	2	005	1	4	005
	(a) %	60	40	100	20	80	100
	(b) % of total	15	10	025	5	20	025
III	15 to 20 years	2	3	005	1	4	005
	(a) %	40	60	100	20	80	100
	(b) % of total	10	15	025	5	20	025
IV.	Over 20 years	5	-	025	2	3	005
	(a) %	100	-	100	40	60	100
	(b) of total	25	-	025	10	15	025

Source:- On the Basis of Survey

Deduction

Most of the employees would quit and change over if they had an option of similar job in another organization in TSL. In service group upto 10 years 40%, 10 to 15 years 60%, 15 to 20 years 40% and all employees over 20 years service will venture out. However, in BPCL maximum up to 40% in service group up to 10 years and over 20 years will leave.

GRAPH 8.20
JOB INVOLVEMENT LEVEL

	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	2	3	3	2	2	3	5	0
a.) %	40	60	60	40	40	60	100	0
b.) % of Total	10	15	15	10	10	15	25	0
BPCL	2	3	1	4	1	4	2	3
a.) %	40	60	20	80	20	80	40	60
b.) % of Total	10	15	5	20	5	20	10	15

TSL ■ a.) % □ b.) % of Total □ BPCL ■ a.) % ■ b.) % of Total

Q. 1. If you have a choice of similar job in different oranization, will you change other?

TABLE NO. 8.21

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart pumps & Compressors Ltd.		
Q.2 Is it true that your job gives you more satisfaction than the things you do in your spare time.		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	2	3	005	2	3	005
	(a) %	40	60	100	60	60	100
	(b) % Of total	10	15	025	10	15	025
II.	10 to 15 years	3	2	005	5	-	005
	(a) %	60	40	100	100	-	100
	(b) % of total	15	10	025	25	-	025
III	15 to 20 years	4	1	005	4	1	005
	(a) %	80	20	100	80	20	100
	(b) % of total	20	5	025	20	5	025
IV	Over 20 years	4	1	005	5	-	005
	(a) %	80	20	100	100	-	100
	(b) of total	20	5	025	25	-	025

Source:- On the Basis of Survey

Deduction

In BPCL majority of the respondents feel that their job gives them more satisfaction than the things they do in spare time.

GRAPH 8.21
JOB INVOLVEMENT LEVEL

	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	2	3	3	2	4	1	4	1
a.) %	40	60	60	40	80	20	80	20
b.) % of Total	10	15	15	10	20	5	20	5
BPCL	2	3	5	0	4	1	5	0
a.) %	40	60	100	0	80	20	100	0
b.) % of Total	10	15	25	0	20	5	25	0

■TSL   ■a.) %   □b.) % of Total   □BPCL   ■a.) %   ▨b.) % of Total
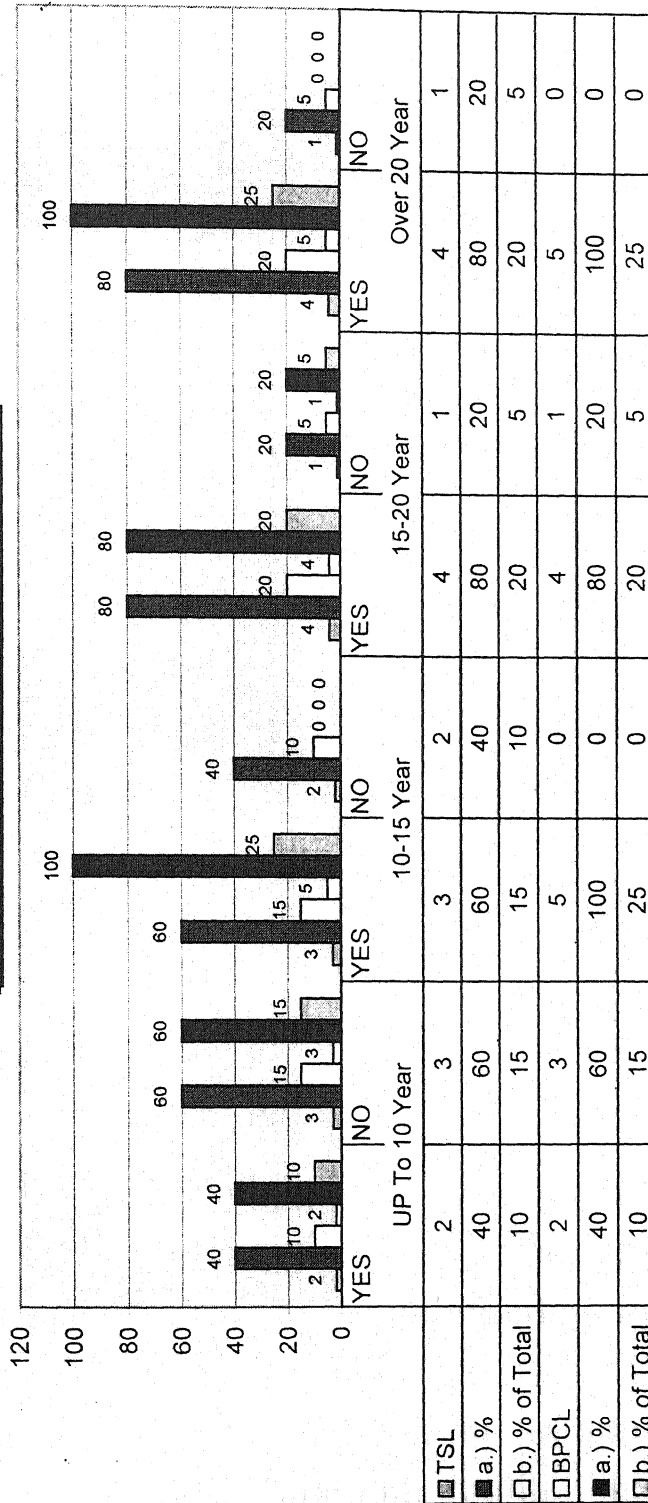
Q. 1. Is it true that you job gives you more satisfaction than the things you do in your spare time?

TABLE NO. 8.22

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart Pumps & Compressors Ltd.		
Q3 are you happy that you joined the present job.		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	2	3	005	4	1	005
	(a) %	40	60	100	80	20	100
	(b) % Of total	10	15	025	20	5	025
II.	10 to 15 years	1	4	005	5	-	005
	(a) %	20	80	100	100	-	100
	(b) % of total	5	20	025	25	-	025
III.	15 to 20 years	3	2	005	4	1	005
	(a) %	60	40	100	80	20	100
	(b) % of total	15	10	025	20	5	025
IV.	Over 20 years	3	2	005	5	-	005
	(a) %	60	40	100	100	-	100
	(b) of total	15	10	025	25	-	025

Source:- On the Basis of Survey

Deduction

It is only TSL where respondents, in large number, are not happy that they joined the present job. In service group upto 10 years 40%, 10 to 15 years group 20% and over 15 years 60% of the respondents are not happy with their present job.

Nevertheless, in BPCL 80 to 100% of the respondents express their happiness with their decision to have joined the present job.

GRAPH 8.22
JOB INVOLVEMENT LEVEL

	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	2	3	1	4	3	2	3	2
a.) %	40	60	20	80	60	40	60	40
b.) % of Total	10	15	5	20	15	10	15	10
BPCL	40	1	5	0	4	1	5	0
a.) %	80	50	100	0	80	20	100	0
b.) % of Total	20	5	25	0	5	5	25	0
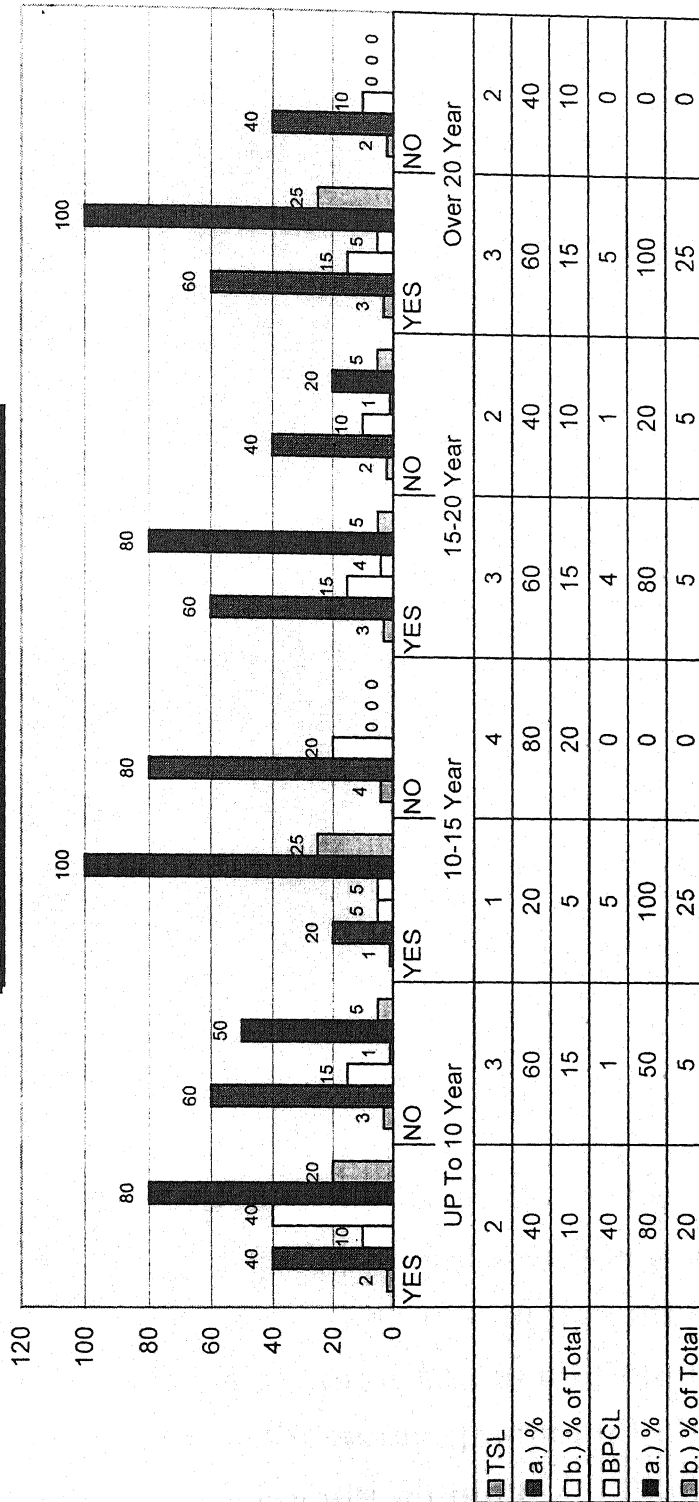
Q. 1. Are you happy thay you joind the present job?

TSL ■ a.) % □ b.) % of Total □ BPCL ■ a.) % ■ b.) % of Total

256

TABLE NO. 8.23

JOB INVOLVEMENT LEVEL

Q. No. & Service Group	Organization Triveni Structurals Ltd.			Organization Bhart Pumps & Compressors Ltd.		
Q4 do you feel that your children have as much opportunity as they should have?	Yes	No	Total	Yes	No	Total
I. Up to 10 years	1	4	005	5	-	005
(a) %	20	80	100	100	-	100
(b) % Of total	5	20	025	25	-	025
II. 10 to 15 years	2	3	005	5	-	005
(a) %	40	60	100	100	-	100
(b) % of total	10	15	025	25	-	025
III. 15 to 20 years	1	4	005	4	1	005
(a) %	20	80	100	80	20	100
(b) % of total	5	20	025	20	5	025
IV. Over 20 years	3	2	005	5	-	005
(a) %	60	40	100	100	-	100
(b) of total	15	10	025	25	-	025

Source:- On the Basis of Survey

Deduction

The opportunities for children are very few in TSL. The feeling is shared by respondents in all service groups, 20% of them in service group upto 10 years, 40% upto 15 years service, 20% up to 20 years and 60% above 20 years service agree that children do not have as much opportunity as they should have. In BPCL, there exist adequate opportunities for the children and most of the respondents are happy with this aspect.

GRAPH 8.23
JOB INVOLVEMENT LEVEL
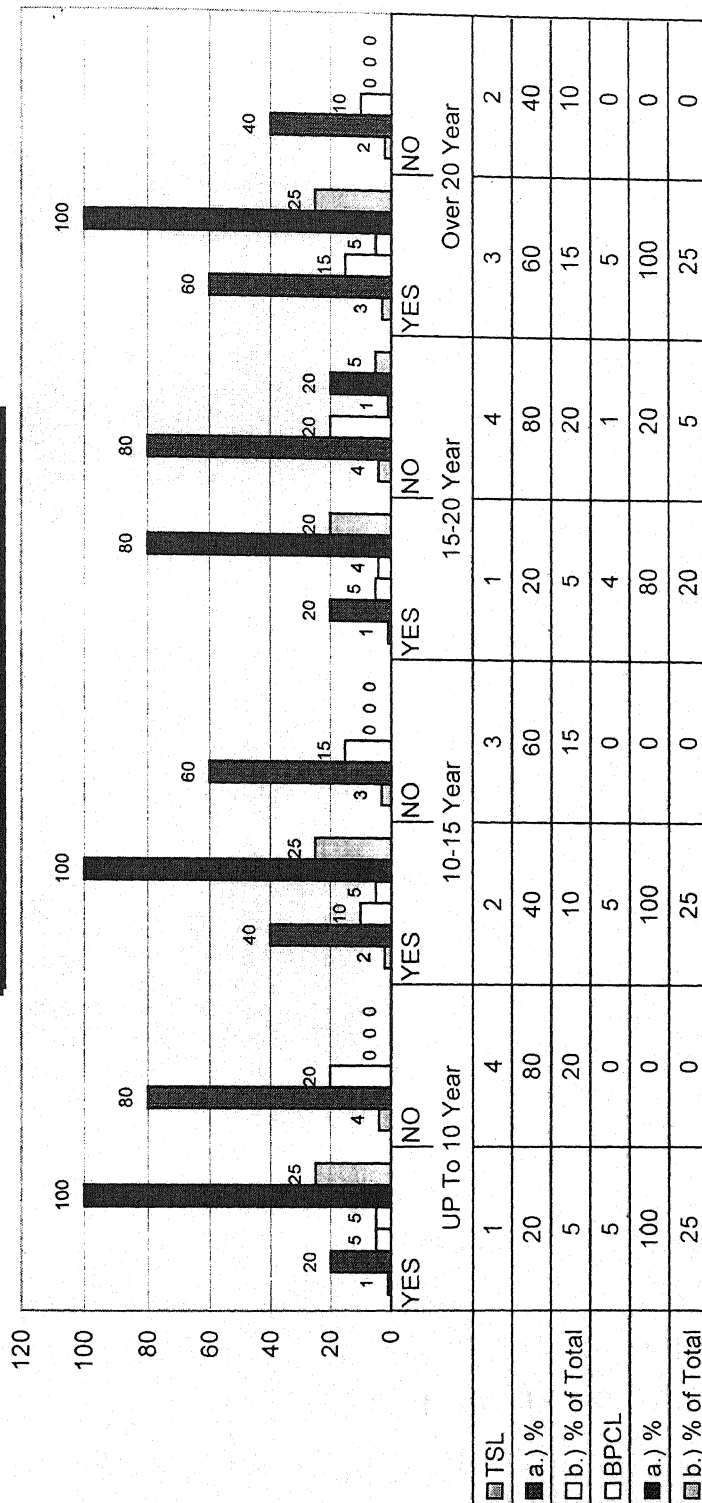
	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	1	4	2	3	1	4	3	2
a.) %	20	80	40	60	20	80	60	40
b.) % of Total	5	20	10	15	5	20	15	10
BPCL	5	0	5	0	4	1	5	0
a.) %	100	0	100	0	80	20	100	0
b.) % of Total	25	0	25	0	20	5	25	0

Legend: TSL a.) % b.) % of Total BPCL a.) % b.) % of Total

Q. 1. Do you feel thay your children have as much opportunity as they should have?

TABLE NO. 8.24

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart Pumps & Compressors Ltd.		
Q5 Do you get enough time for your family?		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	2	3	005	5	-	005
	(a) %	40	60	100	100	-	100
	(b) % Of total	10	15	025	25	-	025
II.	10 to 15 years	2	3	005	4	1	005
	(a) %	40	60	100	80	20	100
	(b) % of total	10	15	025	20	5	025
III.	15 to 20 years	3	2	005	4	1	005
	(a) %	60	40	100	80	20	100
	(b) % of total	15	10	025	20	5	025
IV.	Over 20 years	3	2	005	5	-	005
	(a) %	60	40	100	100	-	100
	(b) of total	15	10	025	25	-	025

Source:- On the Basis of Survey

Deduction

It is only 40% respondents up to service group 15 years and 60% over that who feel that they get enough time for family, in TSL. This percentage is between 80 to 100% in BPCL.

GRAPH 8.24
JOB INVOLVEMENT LEVEL

	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	2	3	2	3	3	2	3	2
a.) %	40	60	40	60	60	40	60	40
b.) % of Total	10	15	10	15	15	10	15	10
BPCL	5	0	4	1	4	1	5	0
a.) %	100	0	80	20	80	20	100	0
b.) % of Total	25	0	20	5	20	5	25	0
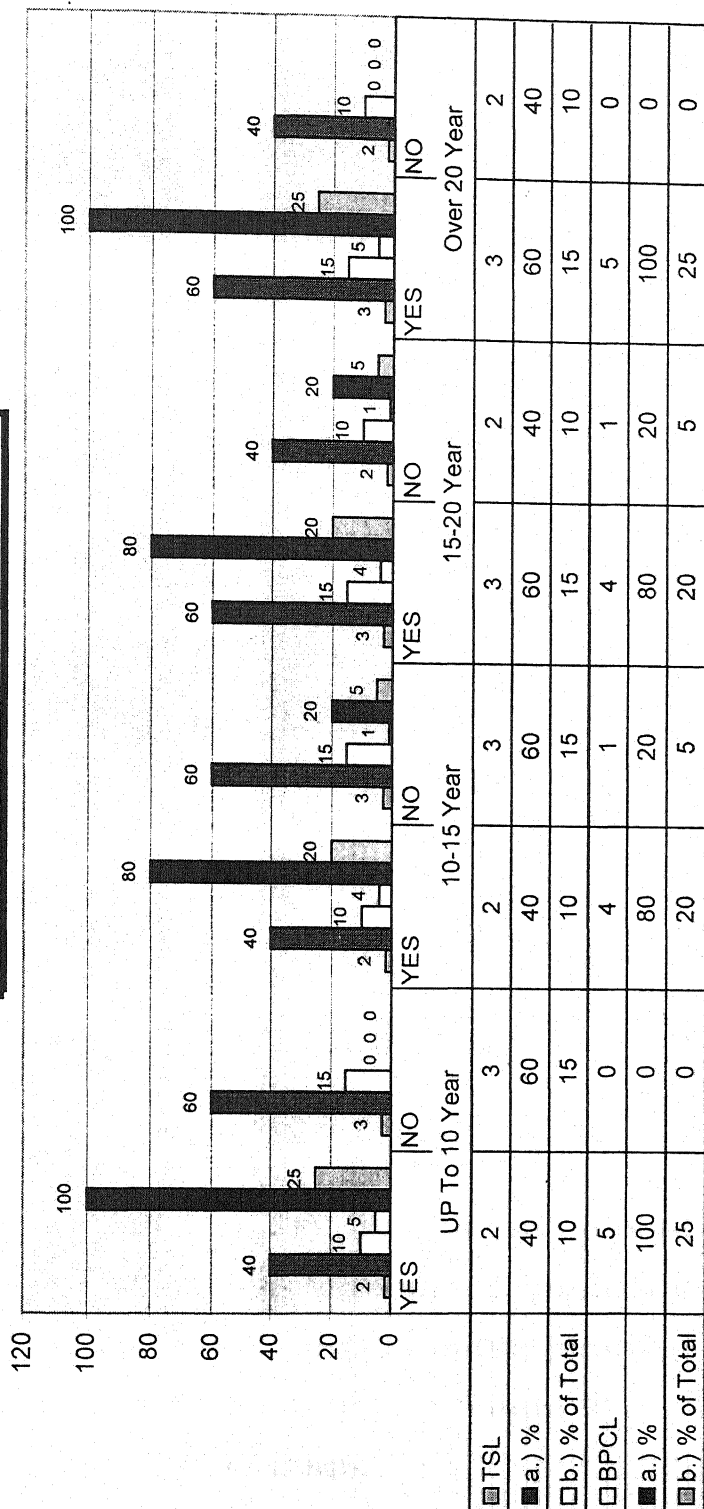
Q. 1. Do you get enough time for your family?

TSL ■ a.) % □ b.) % of Total □ BPCL ■ a.) % □ b.) % of Total

TABLE NO. 8.25

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart Pumps & Compressors Ltd.		
Q6 Does your organization take care of your family when you are away on duty?		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	1	4	005	5	-	005
	(a) %	20	80	100	100	-	100
	(b) % Of total	5	20	025	25	-	025
II.	10 to 15 years	-	5	005	4	1	005
	(a) %	-	100	100	80	20	100
	(b) % of total	-	25	025	20	5	025
III.	15 to 20 years	-	5	005	4	1	005
	(a) %	-	100	100	80	20	100
	(b) % of total	-	25	025	20	5	025
IV.	Over 20 years	-	5	005	4	1	005
	(a) %	-	100	100	80	20	100
	(b) of total	-	25	025	20	5	025

Source:- On the Basis of Survey

Deduction

When employee is away on duty, the organization does take care of his family, in TSL. Only 20% respondents upto 10 years service feel that their family is taken care of in their absence. However, percentage of those who agree is much higher in BPCL, where it is between 80 to 100% and 50 to 80% respectively in all service groups.

GRAPH 8.25
JOB INVOLVEMENT LEVEL
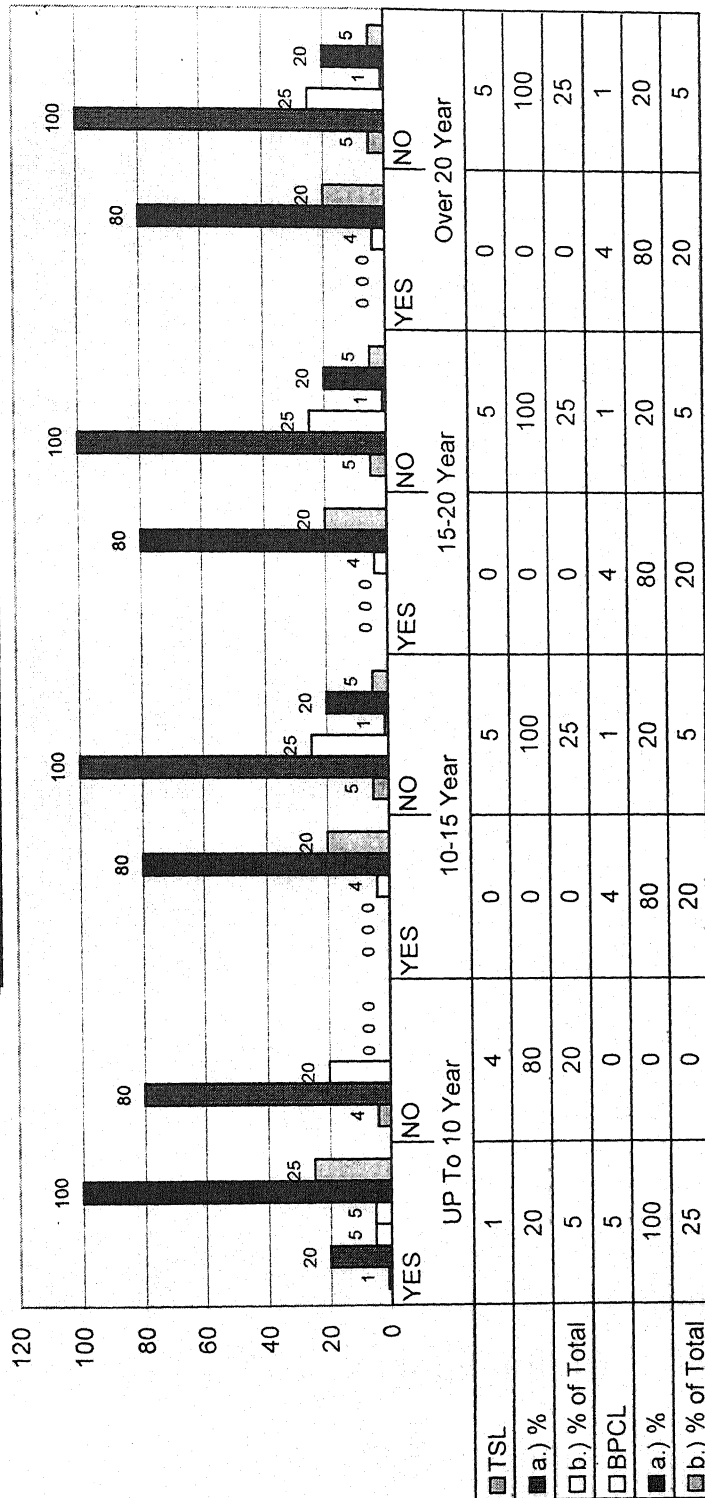
	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	1	4	0	5	0	5	0	5
a.) %	20	80	0	100	0	100	0	100
b.) % of Total	5	20	0	25	0	25	0	25
BPCL	5	0	4	1	4	1	4	1
a.) %	100	0	80	20	80	20	80	20
b.) % of Total	25	0	20	5	20	5	20	5

Legend: TSL a.) % b.) % of Total BPCL a.) % b.) % of Total

Q. 1. Does your organization take care of your family when you are away on duty?

TABLE NO. 8.26

JOB INVOLVEMENT LEVEL

Q. No. & Service Group		Organization Triveni Structurals Ltd.			Organization Bhart Pumps & Compressors Ltd.		
Q7 Are you satisfied with the way your organization functions.		Yes	No	Total	Yes	No	Total
I.	Up to 10 years	2	3	005	5	-	005
	(a) %	40	60	100	100	-	100
	(b) % Of total	10	15	025	25	-	025
II.	10 to 15 years	1	4	005	5	-	005
	(a) %	20	80	100	100	-	100
	(b) % of total	5	20	025	25	-	025
III.	15 to 20 years	3	2	005	4	1	005
	(a) %	60	40	100	80	20	100
	(b) % of total	15	10	025	20	5	025
IV.	Over 20 years	3	2	005	4	1	005
	(a) %	60	40	100	80	20	100
	(b) of total	15	10	025	20	5	025

Source:- On the Basis of Survey

Deduction

A low percentage of respondents in TSL is satisfied with the way their organization functions, 40% upto 10 years service, 20% between 10 to 15 years, 60% above 15 years feel satisfied with the functioning and rest are not. However, in BPCL percentage of satisfied employees is 80 to 100%.

GRAPH 8.26
JOB INVOLVEMENT LEVEL
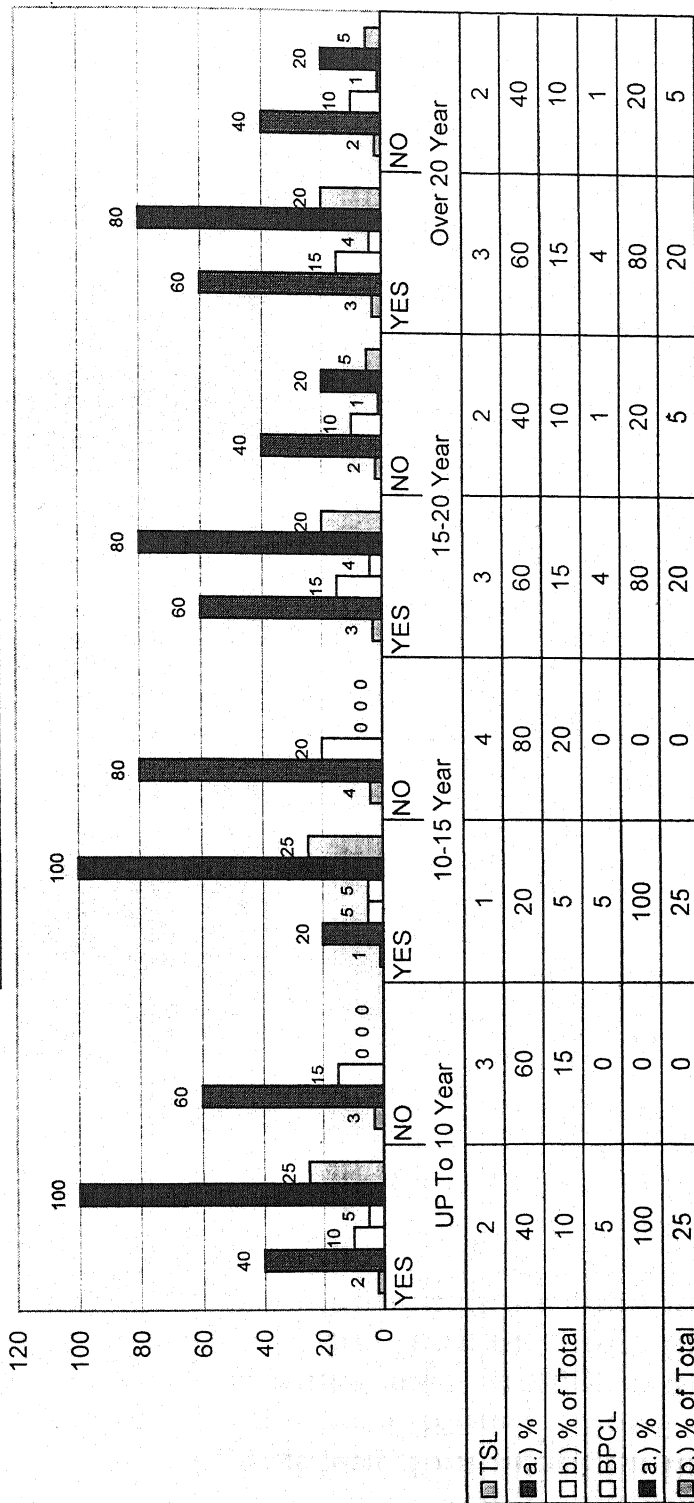
	UP To 10 Year		10-15 Year		15-20 Year		Over 20 Year	
	YES	NO	YES	NO	YES	NO	YES	NO
TSL	2	3	1	4	3	2	3	2
a.) %	40	60	20	80	60	40	60	40
b.) % of Total	10	15	5	20	15	10	15	10
BPCL	5	0	5	0	4	1	4	1
a.) %	100	0	100	0	80	20	80	20
b.) % of Total	25	0	25	0	20	5	20	5

Legend: ■ TSL ■ a.) % □ b.) % of Total □ BPCL ■ a.) % ▨ b.) % of Total

Q. 1. Are you satisfied with the way your organization functions?

TABLE NO. 8.27

CHANCES TO DO SOMETHING THAT MARKS YOU FEEL GOOD ABOUT YOURSELF

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	5	-	-	-	005	-	-	2	3	-	005
		-	25	-	-	-	025	-	-	10	15	-	025
b.	How import % of total	-	-	-	1	4	005	-	-	-	1	4	005
		-	-	-	5	20	025	-	-	-	5	20	025
2.	10-15 years												
a.	How much % of total	-	4	1	-	-	005	-	-	-	2	3	005
		-	20	5	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	-	2	3	005	-	-	-	1	4	005
		-	-	-	10	15	025	-	-	-	5	20	025
3.	15-20 years												
a.	How much % of total	-	-	5	-	-	005	-	-	4	1	-	005
		-	-	25	-	-	025	-	-	20	5	-	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	-	5	005
		-	-	-	-	25	025	-	-	-	-	25	025
4.	Over 20 years												
a.	How much % of total	-	3	2	-	-	005	-	-	3	2	-	005
		-	15	10	-	-	025	-	-	15	10	-	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	1	4	005
		-	-	-	-	25	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

There are very few chances of doing something that makes one feel good about himself in TSL. Majority of them rate it between 2 and 3 while its importance to them is rated between 4 and 5. in BPCL existence of this aspect is rated between 3 and 4 and importance generally as 5. Thus indicating that chances exist to do what gives satisfaction and it is very important to them.

GRAPH 8.27

CHANCES TO DO SOMETHING THAT MARKS YOU FEEL GOOD ABOUT YOURSELF
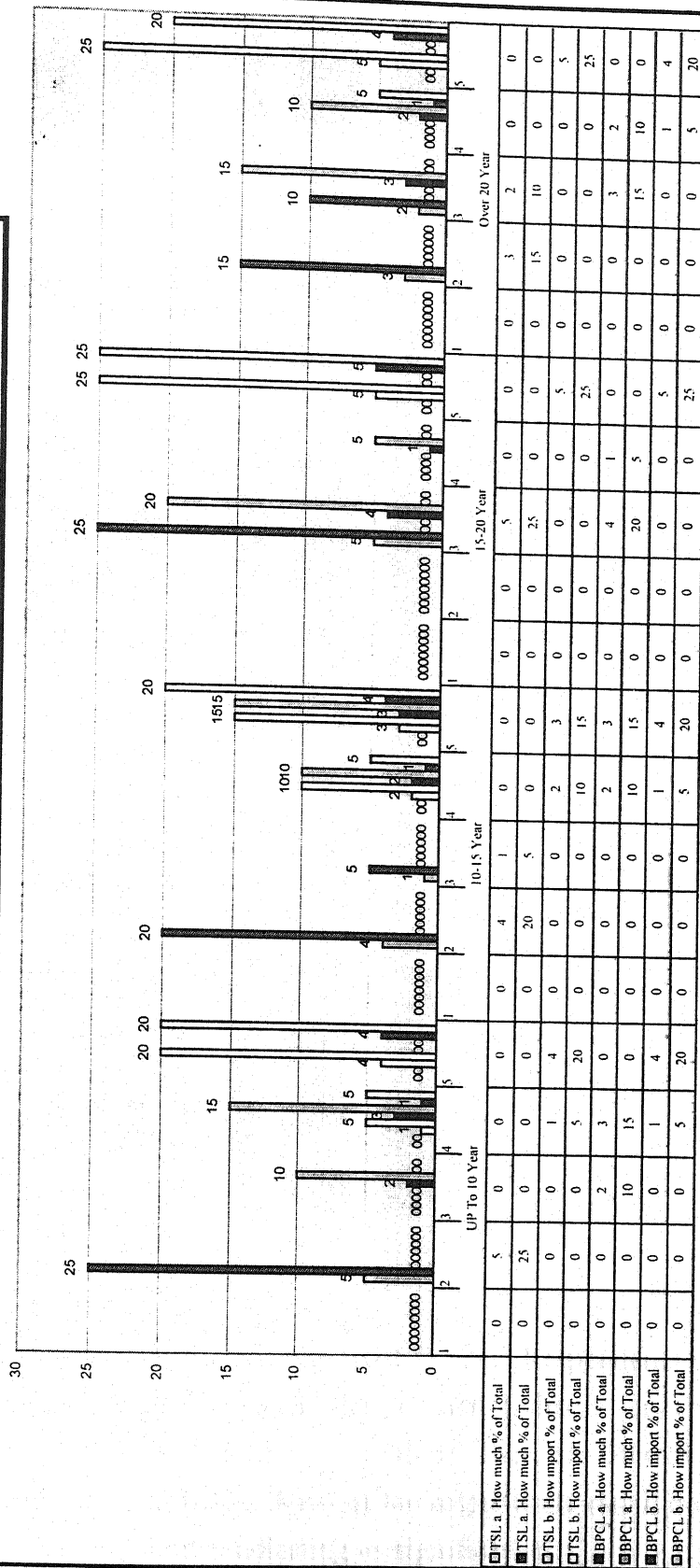
	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	0	0	0	0	0	0	1	4	0	0	0	5	0	0	0	3	0	0	0
TSL a. How much % of Total	5	0	0	0	0	0	20	5	0	0	0	0	25	0	0	0	15	0	0	0
TSL b. How import % of Total	25	0	0	1	4	0	0	0	0	3	0	0	0	0	5	0	0	0	0	0
TSL b. How import % of Total	0	0	0	5	20	0	0	0	10	15	0	0	0	0	25	0	0	0	0	25
BPCL a. How much % of Total	0	0	0	3	0	0	0	0	2	3	0	0	4	1	0	0	0	3	2	0
BPCL a. How much % of Total	0	0	2	10	15	0	0	0	10	15	0	0	20	5	0	0	0	15	10	0
BPCL b. How import % of Total	0	0	0	1	4	0	0	0	1	4	0	0	0	0	5	0	0	0	1	4
BPCL b. How import % of Total	0	0	0	5	20	0	0	0	5	20	0	0	0	0	25	0	0	0	5	20

□ TSL a. How much % of Total   ■ TSL a. How much % of Total   □ TSL b. How import % of Total   □ TSL b. How import % of Total
■ BPCL a. How much % of Total   □ BPCL a. How much % of Total   ■ BPCL a. How much % of Total
■ BPCL b. How import % of Total   □ BPCL b. How import % of Total

266

TABLE NO. 8.28

LEARNING CAPABILITY

S. No	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	-	5	-	-	005	-	-	-	5	-	005
		-	-	25	-	-	025	-	-	-	25	-	025
b.	How import % of total	-	-	-	4	1	005	-	-	-	1	4	005
		-	-	-	20	5	025	-	-	-	5	20	025
2.	10-15 years												
a.	How much % of total	-	3	2	-	-	005	-	-	2	3	-	005
		-	15	10	-	-	025	-	-	10	15	-	025
b.	How import % of total	-	-	-	2	3	005	-	-	-	1	4	005
		-	-	-	10	15	025	-	-	-	5	25	025
3.	15-20 years												
a.	How much % of total	1	4	-	-	-	005	-	-	-	2	3	005
		5	20	-	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	-	3	2	005	-	-	-	3	2	005
		-	-	-	15	10	025	-	-	-	15	10	025
4.	Over 20 years												
a.	How much % of total	3	2	-	-	-	005	-	-	2	3	-	005
		15	10	-	-	-	025	-	-	10	15	-	025
b.	How import % of total	-	-	3	2	-	005	-	-	2	3	-	005
		-	-	5	10	-	025	-	-	10	15	-	025

Source:- On the Basis of Survey

Deduction

The chances to learn new things do no exist in TSL. Respondents up to 15 years service rate it 2 and 3 while all other it 1 and 2. this is very important aspect and is rated between 4 and 5 by all of them. There are enough chances available to learn things in BPCL. Most of the respondents rate it between 3 4 and its importance as 4 and 5 indicating its significance.

GRAPH 8.28
LEARNING CAPABILITY

Legend:

- ☐ TSL. a. How much % of Total
- ■ TSL. a. How much % of Total
- ☐ TSL. b. How import % of Total
- ☐ TSL. b. How import % of Total
- ■ BPCL. a. How much % of Total
- ☐ BPCL. a. How much % of Total
- ■ BPCL. b. How import % of Total
- ☐ BPCL. b. How import % of Total
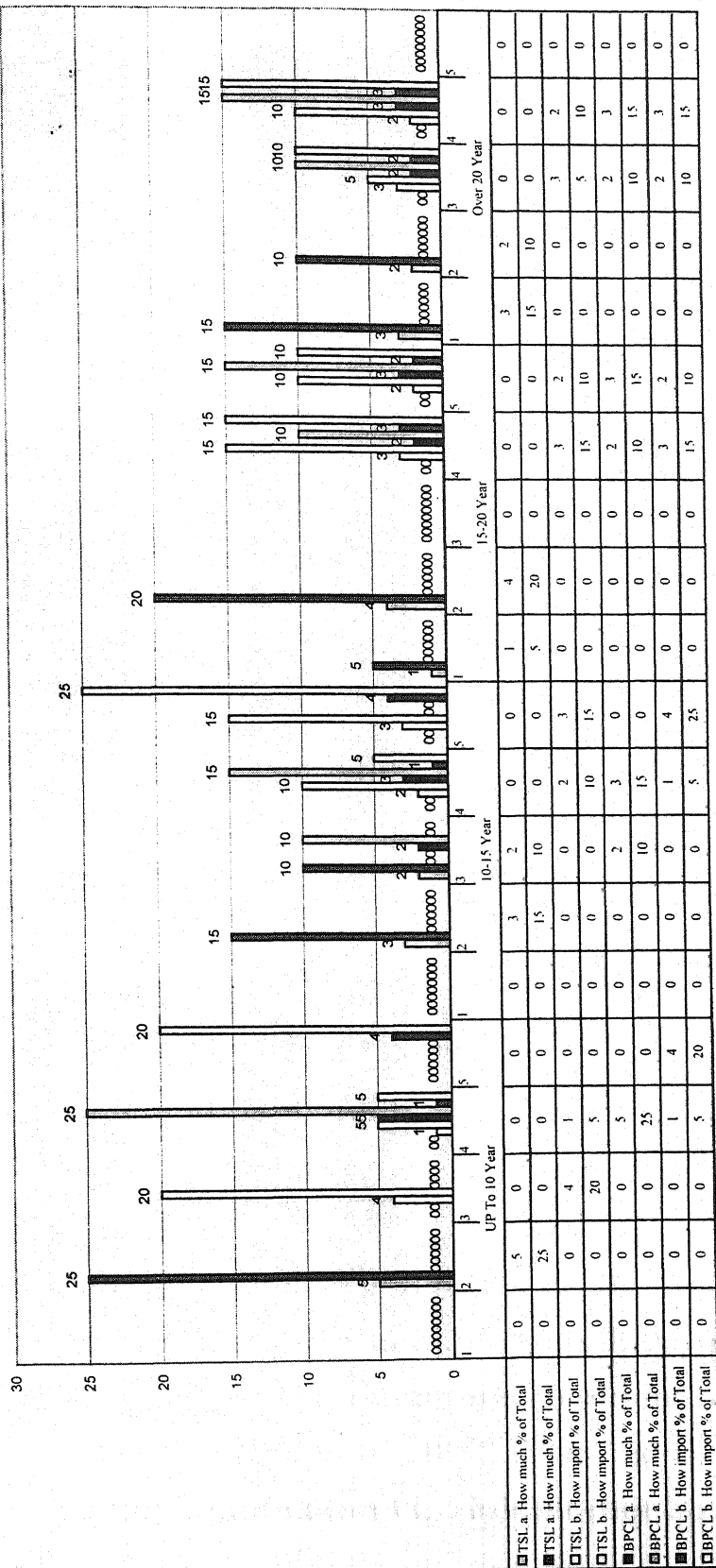
TABLE NO. 8.29

THE AMOUNT OF FREEDOM YOU HAVE ON THE JOB

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	4	1	-	-	005	-	-	4	1	-	005
		-	20	5	-	-	025	-	-	20	5	-	025
b.	How import % of total	-	-	5	-	-	005	-	-	-	5	-	005
		-	-	25	-	-	025	-	-	-	25	-	025
2.	10-15 years												
a.	How much % of total	-	5	-	-	-	005	-	-	5	-	-	005
		-	25	-	-	-	025	-	-	25	-	-	025
b.	How import % of total	-	-	-	5	-	005	-	-	-	5	-	005
		-	-	-	25	-	025	-	-	-	25	-	025
3.	15-20 years												
a.	How much % of total	-	4	1	-	-	005	-	-	-	4	1	005
		-	20	5	-	-	025	-	-	-	20	5	025
b.	How import % of total	-	-	-	4	1	005	-	-	-	3	2	005
		-	-	-	20	5	025	-	-	-	15	10	025
4.	Over 20 years												
a.	How much % of total	-	4	1	-	-	005	-	-	-	2	3	005
		-	20	5	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	-	3	2	005	-	-	-	-	5	005
		-	-	-	15	10	025	-	-	-	-	25	025

Source:- On the Basis of Survey

Deduction

The existence of freedom in the job is very little in TSL. 80% of the respondents in all service groups rate it as 2 and 20% as 3, indicating low level of freedom. However, it is quite important to employees and is rated as 4 to 5. The amount of freedom that exists in BPCL is very high and is rated as 3 to 5. The importance is rated between 4 to 5 indicating that this aspect is very important to them.

GRAPH 8.29
THE AMOUNT OF THE FREEDOM YOU HAVE ON THE JOB
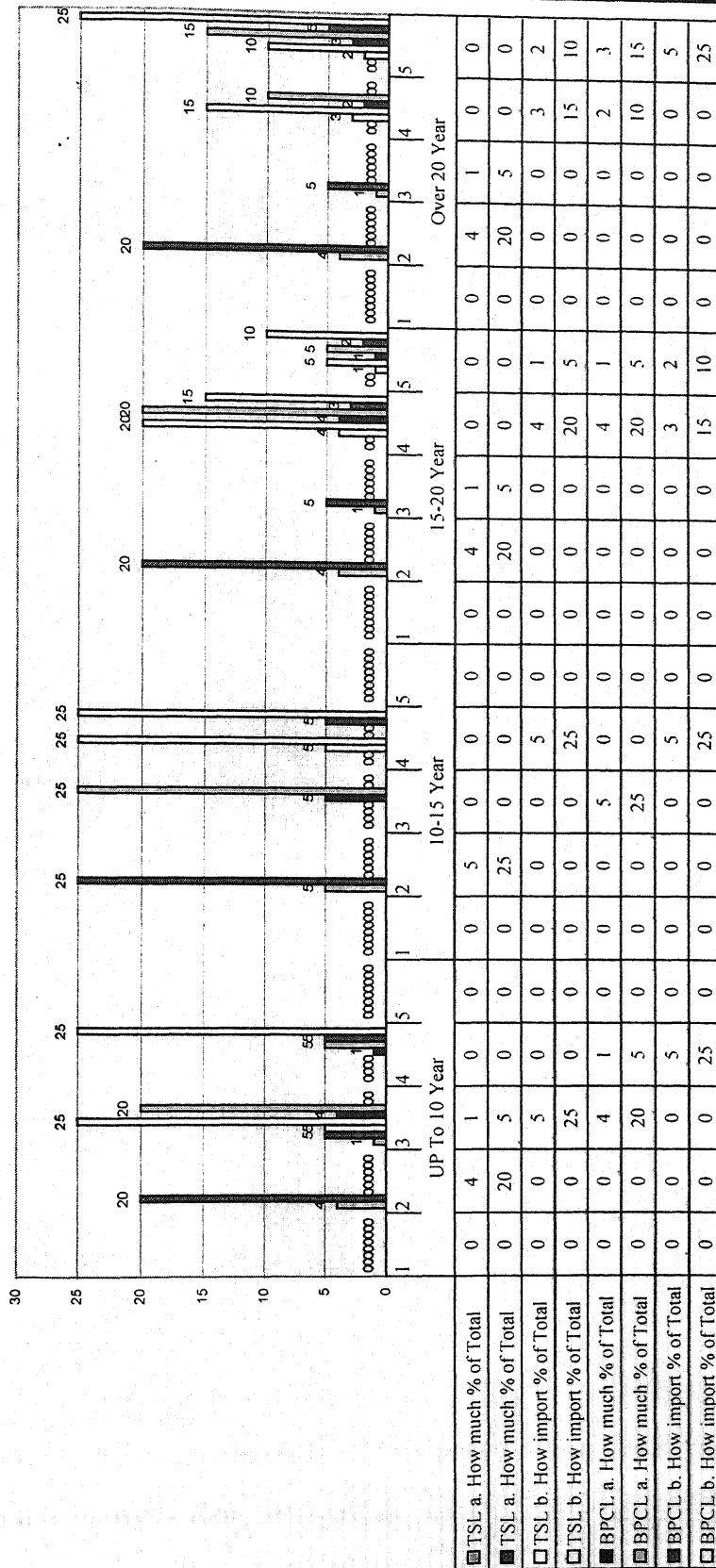
	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	4	0	1	0	0	5	0	0	0	0	4	0	1	0	0	4	0	0	0
TSL a. How much % of Total	0	20	5	0	0	0	25	0	0	0	0	20	0	5	0	0	20	5	0	0
TSL b. How import % of Total	0	0	5	5	0	0	0	0	0	0	0	0	0	4	1	0	0	0	3	2
TSL b. How import % of Total	0	0	25	0	0	0	0	0	25	0	0	0	0	20	5	0	0	0	15	10
BPCL a. How much % of Total	0	0	4	1	0	0	0	5	0	0	0	0	0	4	1	0	0	0	15	3
BPCL a. How much % of Total	0	0	20	5	0	0	0	25	0	0	0	0	0	20	5	0	0	0	2	15
BPCL b. How import % of Total	0	0	0	5	0	0	0	0	5	0	0	0	0	3	2	0	0	0	10	5
BPCL b. How import % of Total	0	0	0	25	0	0	0	0	25	0	0	0	0	15	10	0	0	0	0	25

▨ TSL a. How much % of Total   ▧ TSL a. How much % of Total   ☐ TSL b. How import % of Total   ☐ TSL b. How import % of Total
▨ BPCL a. How much % of Total   ☐ BPCL a. How much % of Total   ■ BPCL b. How import % of Total   ☐ BPCL b. How import % of Total

TABLE NO. 8.30

THE AMOUNT OF RESPECT YOU RECEIVE FROM PEOPLE YOU WORK WITH

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	-	-	4	1	005	-	-	-	-	5	005
		-	-	-	20	5	025	-	-	-	-	25	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	-	5	005
		-	-	-	-	25	025	-	-	-	-	25	025
2.	10-15 years												
a.	How much % of total	-	-	-	2	3	005	-	-	-	-	5	005
		-	-	-	10	15	025	-	-	-	-	25	025
b.	How import % of total	-	-	-	1	4	005	-	-	-	-	5	005
		-	-	-	5	20	025	-	-	-	-	25	025
3.	15-20 years												
a.	How much % of total	-	-	-	2	3	005	-	-	-	1	4	005
		-	-	-	10	15	025	-	-	-	5	20	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	-	5	005
		-	-	-	-	25	025	-	-	-	-	25	025
4.	Over 20 years												
a.	How much % of total	-	-	-	2	3	005	-	-	-	1	4	005
		-	-	-	10	15	025	-	-	-	5	20	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	1	4	005
		-	-	-	-	25	025	-	-	-	5	20	025

Source:- On the Basis of Survey

Deduction

In all the two organizations the employees get due respect from the people, they work with. All respondents in all service groups in all the organization have rated this between four, five, and its importance also accordingly.

GRAPH 8.30
THE AMOUNT OF RESPECT YOU RECEIVE FROM PEOPLE YOU WORK WITH

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	0	0	4	1	0	0	0	2	3	0	0	0	2	3	0	0	0	2	3
TSL a. How much % of Total	0	0	0	20	5	0	0	0	10	15	0	0	0	10	15	0	0	0	10	15
TSL b. How import % of Total	0	0	0	0	5	0	0	0	1	4	0	0	0	0	5	0	0	0	0	5
TSL b. How import % of Total	0	0	0	0	25	0	0	0	5	20	0	0	0	0	25	0	0	0	0	25
BPCL a. How much % of Total	0	0	0	0	5	0	0	0	0	5	0	0	0	1	4	0	0	0	1	4
BPCL a. How much % of Total	0	0	0	0	25	0	0	0	0	25	0	0	0	5	20	0	0	0	5	20
BPCL b. How import % of Total	0	0	0	0	5	0	0	0	0	5	0	0	0	0	5	0	0	0	1	4
BPCL b. How import % of Total	0	0	0	0	25	0	0	0	0	25	0	0	0	0	25	0	0	0	5	20

■ TSL a. How much % of Total   ■ TSL a. How much % of Total   □ TSL b. How import % of Total
□ TSL b. How import % of Total   ■ BPCL a. How much % of Total   ■ BPCL a. How much % of Total
■ BPCL b. How import % of Total   □ BPCL b. How import % of Total

TABLE NO. 8.31

AMOUNT OF PAY YOU GET

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bharat Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	-	4	1	-	005	-	-	5	-	-	005
		-	-	20	5	-	025	-	-	25	-	-	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	3	2	005
		-	-	-	-	25	025	-	-	-	15	10	025
2.	10-15 years												
a.	How much % of total	-	4	1	-	-	005	-	-	3	2	-	005
		-	20	5	-	-	025	-	-	15	10	-	025
b.	How import % of total	-	-	-	4	1	005	-	-	3	2	-	005
		-	-	-	20	5	025	-	-	15	10	-	025
3.	15-20 years												
a.	How much % of total	-	3	2	-	-	005	-	-	3	2	-	005
		-	15	10	-	-	025	-	-	15	10	-	025
b.	How import % of total	-	-	-	3	2	005	-	-	-	4	1	005
		-	-	-	15	10	025	-	-	-	20	5	025
4.	Over 20 years												
a.	How much % of total	-	4	1	-	-	005	-	-	2	3	-	005
		-	20	5	-	-	025	-	-	10	15	-	025
b.	How import % of total	-	-	3	2	-	005	-	-	4	1	-	005
		-	-	15	10	-	025	-	-	20	5	-	025

Source:- *On the Basis of Survey*

Deduction

The employees in all the organization are not satisfied with the amount of pay they get. 60 to 80% of the respondents in all the organization rate this aspect between two and three but its importance is overwhelmingly rated between four and 5, which is very high.

GRAPH 8.31
AMOUNT OF PAY YOU GET

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	0	4	1	0	0	4	1	0	0	0	3	2	4	1	0	4	0	0	0
TSL a. How much % of Total	0	0	20	5	0	0	20	5	0	0	0	15	10	20	5	0	20	1	0	0
TSL b. How import % of Total	0	0	0	0	5	0	0	0	4	1	0	0	0	0	3	0	0	3	2	0
TSL b. How import % of Total	0	0	0	0	25	0	0	0	20	5	0	0	0	0	15	0	0	15	10	0
BPCL a. How much % of Total	0	0	5	0	0	0	0	3	2	0	0	0	3	2	0	0	0	2	3	0
BPCL a. How much % of Total	0	0	25	0	0	0	0	15	10	0	0	0	15	10	0	0	0	10	15	0
BPCL b. How import % of Total	0	0	0	3	2	0	0	3	2	0	0	0	0	4	1	0	0	4	1	0
BPCL b. How import % of Total	0	0	0	15	10	0	0	15	10	0	0	0	0	20	5	0	0	20	5	0

Legend:
- TSL a. How much % of Total
- TSL b. How import % of Total
- BPCL a. How much % of Total
- BPCL b. How import % of Total
- TSL a. How much % of Total
- TSL b. How import % of Total
- BPCL a. How much % of Total
- BPCL b. How import % of Total

TABLE NO. 8.32

THE AMOUNT OF PRAISE YOU GET FOR THE JOB WELL DONE

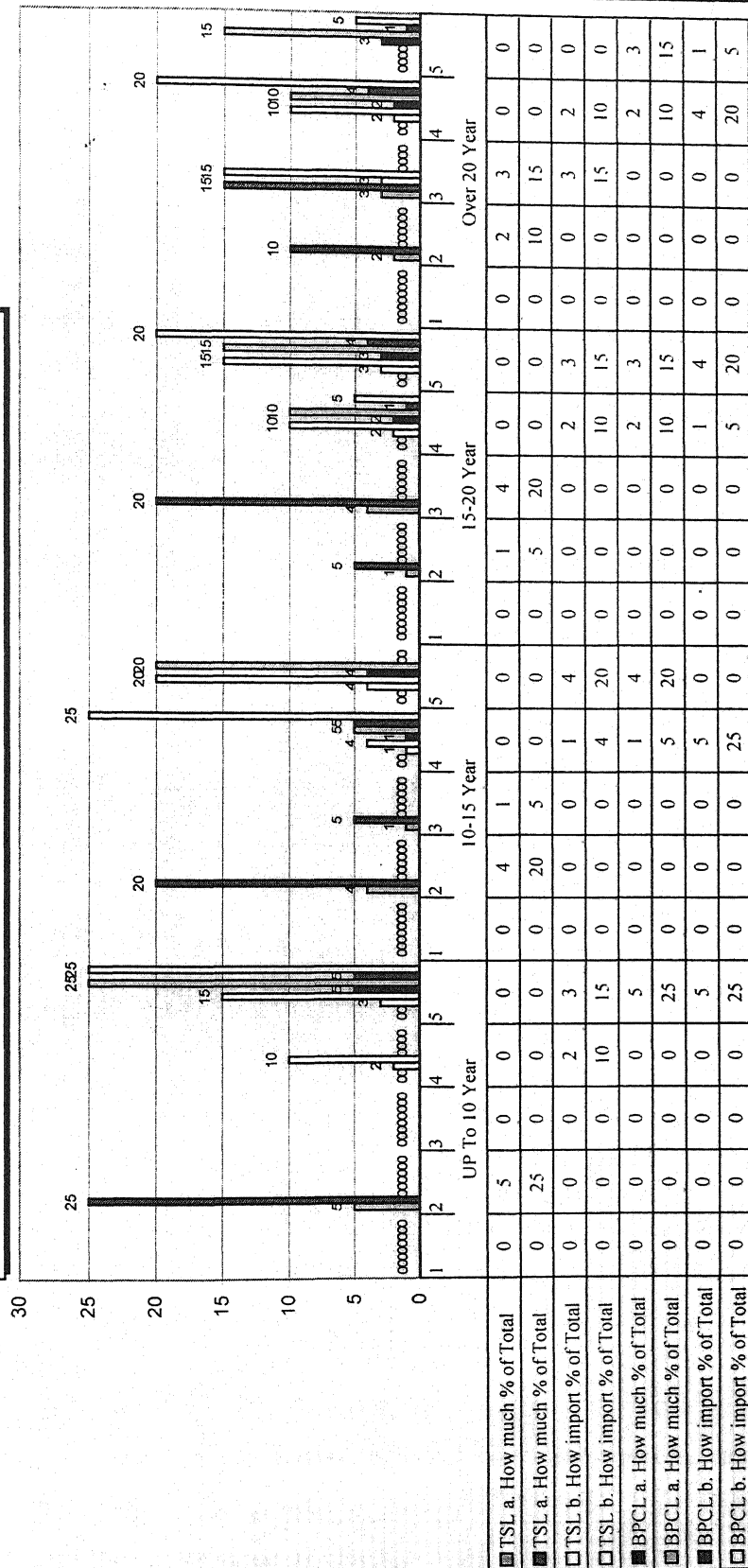| S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bhart Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	5	-	-	-	005	-	-	-	-	5	005
		-	25	-	-	-	025	-	-	-	-	25	025
b.	How import % of total	-	-	-	2	3	005	-	-	-	-	5	005
		-	-	-	10	15	025	-	-	-	-	25	025
2.	10-15 years												
a.	How much % of total	-	4	1	-	-	005	-	-	-	1	4	005
		-	20	5	-	-	025	-	-	-	5	20	025
b.	How import % of total	-	-	-	1	4	005	-	-	-	5	-	005
		-	-	-	5	20	025	-	-	-	25	-	025
3.	15-20 years												
a.	How much % of total	-	1	4	-	-	005	-	-	-	2	3	005
		-	5	20	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	-	2	3	005	-	-	-	1	4	005
		-	-	-	10	15	025	-	-	-	5	20	025
4.	Over 20 years												
a.	How much % of total	-	2	3	-	-	005	-	-	-	2	3	005
		-	10	15	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	3	2	-	005	-	-	-	4	1	005
		-	-	15	10	-	025	-	-	-	20	5	025

Source:- On the Basis of Survey

Deduction

The job well done is not recognized appropriately in TSL. 80 to 100% respondents in all service groups rate it two. The importance is rated between 4 and 5, which is high. In BPCL the existence of praise factor for job well done is equally rated between four and five for its importance.

GRAPH 8.32

THE AMOUNT OF PARISE YOU GET FOR THE JOB WELL DONE

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	5	0	0	0	0	4	1	0	0	0	1	0	4	0	0	2	3	0	0
TSL a. How much % of Total	0	25	0	0	0	0	20	5	0	0	0	5	0	20	0	0	10	15	0	0
TSL b. How import % of Total	0	0	0	2	3	0	0	1	0	4	0	0	0	0	3	0	0	3	2	3
TSL b. How import % of Total	0	0	0	10	15	0	0	0	4	20	0	0	0	10	15	0	2	15	10	0
BPCL a. How much % of Total	0	0	0	0	5	0	0	0	0	4	0	0	0	2	3	0	0	0	2	3
BPCL a. How much % of Total	0	0	0	0	25	0	0	5	5	20	0	0	0	10	15	0	0	0	10	15
BPCL b. How import % of Total	0	0	0	0	5	0	0	5	5	0	0	0	0	1	4	0	0	0	4	1
BPCL b. How import % of Total	0	0	0	0	25	0	0	25	0	0	0	0	0	5	20	0	0	5	20	5

Legend:
- ◼ TSL a. How much % of Total
- ◼ TSL a. How much % of Total
- ◻ TSL b. How import % of Total
- ◻ TSL b. How import % of Total
- ◼ BPCL a. How much % of Total
- ◼ BPCL a. How much % of Total
- ◼ BPCL b. How import % of Total
- ◻ BPCL b. How import % of Total

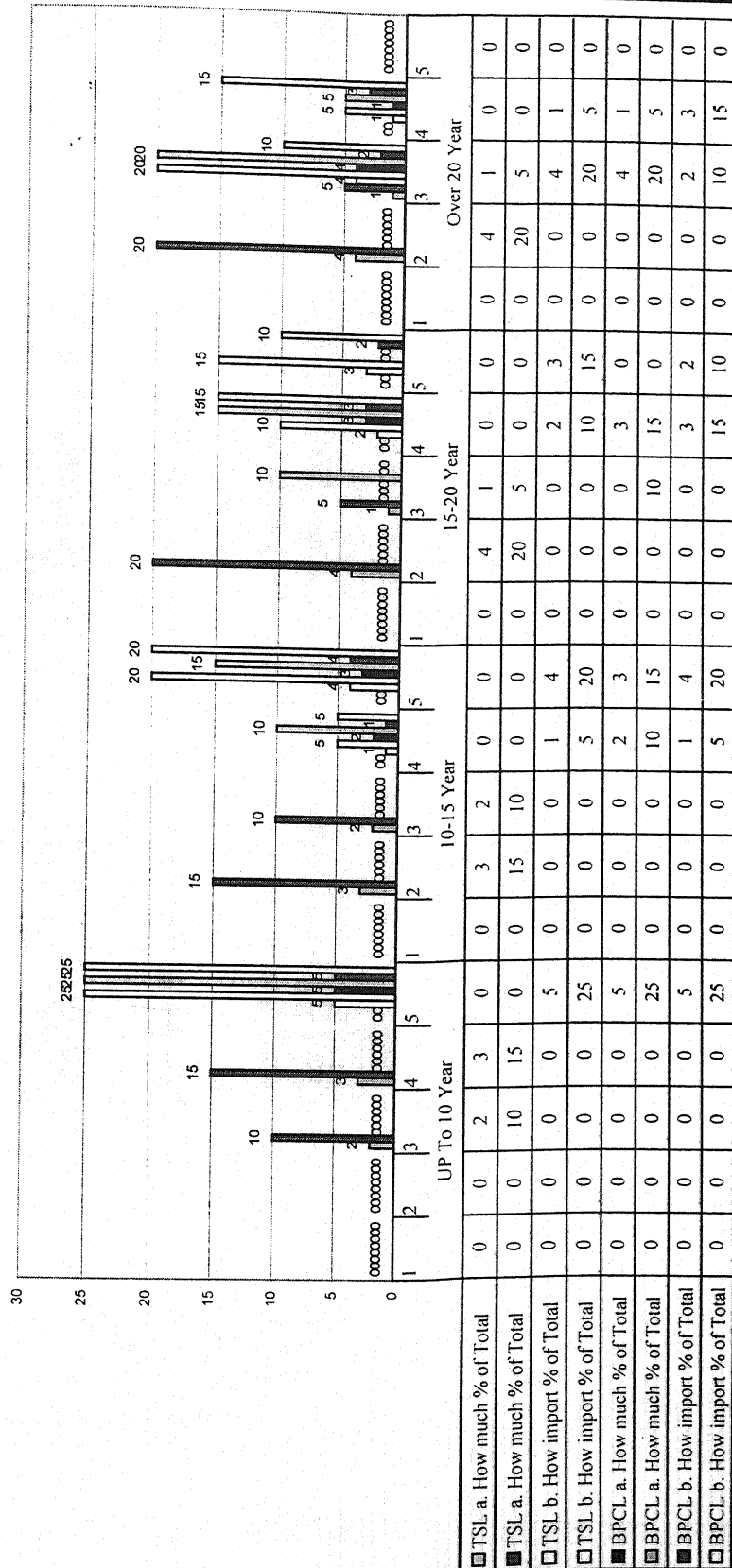# TABLE NO. 8.33

CHANCES OF GETTING PROMOTION

S. No.	Service Group	Organization Triveni Structurals Limited						Organization Bharat Pumps & Compressors Ltd.					
		1	2	3	4	5	Total	1	2	3	4	5	Total
1.	Up to 10 years												
a.	How much % Of total	-	-	2	3	-	005	-	-	-	-	5	005
		-	-	10	15	-	025	-	-	-	-	25	025
b.	How import % of total	-	-	-	-	5	005	-	-	-	-	5	005
		-	-	-	-	25	025	-	-	-	-	25	025
2.	10-15 years												
a.	How much % of total	-	3	2	-	-	005	-	-	-	2	3	005
		-	15	10	-	-	025	-	-	-	10	15	025
b.	How import % of total	-	-	-	1	4	005	-	-	-	1	4	005
		-	-	-	5	20	025	-	-	-	5	20	025
3.	15-20 years												
a.	How much % of total	-	4	1	-	-	005	-	-	2	3	-	005
		-	20	5	-	-	025	-	-	10	15	-	025
b.	How import % of total	-	-	-	2	3	005	-	-	-	3	2	005
		-	-	-	10	15	025	-	-	-	15	10	025
4.	Over 20 years												
a.	How much % of total	-	4	1	-	-	005	-	-	4	1	-	005
		-	20	5	-	-	025	-	-	20	5	-	025
b.	How import % of total	-	-	4	1	-	005	-	-	2	3	-	005
		-	-	20	5	-	025	-	-	10	15	-	025

Source:- On the Basis of Survey

Deduction

There are not enough chances available for promotion in TSL. 80% rate it as two and rest it as two rest as three. However, its importance is rated as four and five. The chances for getting a promotion in BPCL are rated high as three, four, and the importance as four and five, which is high.

GRAPH 8.33
CHANCES OF GETTING PROMOTION

	UP To 10 Year					10-15 Year					15-20 Year					Over 20 Year				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
TSL a. How much % of Total	0	0	0	2	3	0	3	2	0	0	0	4	0	1	0	0	4	1	0	0
TSL a. How much % of Total	0	0	0	10	15	0	15	10	0	0	0	20	0	5	0	0	20	5	0	0
TSL b. How import % of Total	0	0	0	0	5	0	0	0	1	4	0	0	0	0	3	0	0	4	1	0
TSL b. How import % of Total	0	0	0	0	25	0	0	0	5	20	0	0	0	0	15	0	0	20	5	0
BPCL a. How much % of Total	0	0	0	0	5	0	0	2	0	3	0	0	3	0	0	0	0	4	1	0
BPCL a. How much % of Total	0	0	0	0	25	0	0	10	0	15	0	0	15	0	0	0	0	20	5	0
BPCL b. How import % of Total	0	0	0	0	5	0	0	1	0	4	0	0	3	0	2	0	0	2	3	0
BPCL b. How import % of Total	0	0	0	0	25	0	0	5	0	20	0	0	15	0	10	0	0	10	15	0

Legend:
■ TSL a. How much % of Total   ■ TSL a. How much % of Total   □ TSL a. How much % of Total
□ BPCL a. How much % of Total   ■ BPCL a. How much % of Total   ■ BPCL a. How much % of Total
□ TSL b. How import % of Total   ■ BPCL b. How import % of Total   □ BPCL b. How import % of Total

CHAPTER - IX

SUMMARY, CONCLUSION AND SUGGESTIONS

CHAPTER – IX
SUMMARY, CONCLUSION AND SUGGESTION

_The study of job satisfaction has been undertaken to examine the state of job satisfaction among executives in two industries, namely, Triveni Structurals Limited and Bharat Pumps & Compressors Ltd., Allahabad. Job Satisfaction is part of life satisfaction. The Nature of one's environment off the job does affect one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general satisfaction. Primary thrust of the study has been to analyze the theories of job satisfaction, factors that influence it, values and variables and consequences of job satisfaction. The present investigation has been aimed to examine minutely the causes and consequences of job satisfaction, dissatisfaction and suggest remedial measures.

The research approach adopted for the study consists of literature survey, field study, perusal of records and attitude analysis. Information about the theoretical portion has been obtained from books, journals, periodicals and personnel management magazines. For the purpose of analyzing the attitudes of executives at various levels questionnaire technique has been used. A sample of eighty executives has been selected from BPCL (Bharat Pumps & Compressors Ltd.) and TSL (Triveni Structurals Ltd.), 40 from each industries to which the interview schedules were administered. They have been selected from different service structure.

The study has been presented in eight chapters. The first chapter contains introduction and company profile and General Information, the impact of

Industrial revolution and historical overview. General information, the impact of Industrial revolution and historical overview. This chapter also discusses the concepts of the job satisfaction. Major findings of the remaining chapters have been recapitulated in the following sections, in order to draw conclusions and suggest suitable steps for improving job satisfaction among employees of an organization.

Theories Of Job Satisfaction

A number of theories have argued that it is the degree to which the job fulfils or allows the fulfillment of the individual's needs that determine his degree of job satisfaction. Two major theories have dominated the contemporary scene; Maslow's Needs Hierarchy Theory and Herzberg's Motivation Hygiene Theory. Besides, there is victor H. Vroom's Expectancy Instrumentality Theory, Locke's Discrepancy Theory and Adam's Equity-Inequity Theory, which have framework, identified with job satisfaction.

Maslow's theory asserts that man has five basic categories of needs, physiological needs; (including food, water, air, shelter, sex etc.), safety needs' (including freedom from physical, threats and harm and economic security or security from arbitrary action of management); Belongingness and social need; Esteem needs of two types (the need for mastery and achievement and the need for the recognition and approval of others); and self-actualization need, which is defined as 'tendency to become actualized in what he has potentially or the desire to become more and more what one is to become, everything that one is capable of becoming. Maslow indicates that satisfied needs no longer serve as determinants of behavior; unsatisfied needs dominate instrumental behavior leading to satisfaction. According to Maslow's theory, the level of job satisfaction can be measured by the perceived amount of rewards a person has received from this work

environment. People who are in need of fulfilling job situation will be more satisfied than those who are in less fulfilling job situations. The sum of gratification of various needs or satisfaction with various job facets constitutes the amount of total job satisfaction. While current satisfaction reduces motivational effort. anticipation of future satisfaction may increase it. Herzberg's Motivation-Hygiene theory originated from a study of some 200 engineers and accountants who were asked to describe a time when they felt especially satisfied and a time when they felt especially dissatisfied with their job. The incidents classified as involving the work itself, achievement. promotion, recognition, and responsibility, were frequently mentioned as sources of satisfaction. These were labeled as "Motivators". Incidents involving supervision, interpersonal relations, working conditions, company policies and salary were frequently mentioned as causes of Job dissatisfaction. They were labeled as "Hygiene" factors. The theory argues that Job satisfaction and dissatisfaction results from different causes; Satisfaction depends on Motivators while dissatisfaction is the result of Hygiene factors.

Herzberg argues that improving a hygiene factor such as working conditions cannot make people satisfied with their work. It will only prevent them from being unhappy. To improve Job satisfaction the manger's attention must shift to satisfiers and create opportunities for subordinates to experience such things as a sense of achievement, recognition, responsibility, advancement and growth in the course of their performance when these opportunities are absent from work, Herzberg feels that workers will neither experience Job satisfaction nor perform their best.

Victor H. Vroom perceived job satisfaction to be a future even rather than a past gratification. He defines it as a valence of outcomes or anticipation of need satisfaction. People are attracted to an object or incentive because it is

perceived to be able to satisfy their needs. Job satisfaction is measured by the total amount of outcome valences available to an employee. Valence is defined as "the attractiveness of a goal or outcome". Also defined as "the anticipated satisfaction from an outcome".

Discrepancy theory compares what a person actually received with what he expected to receive from his job. Job satisfaction is determined by the difference between the actual reward level and the expected reward level. As the difference between the two decreases, satisfaction increases. An important feature of Discrepancy theory is that job satisfaction involves more than knowing he actual reward level. In addition to knowing what a person has actually received, it is important to know what he expected to receive from his job to determine his level of job satisfaction. Two persons may have received the same amount of awards, but their level of job satisfaction may differ depending on what they expected to receive.

Adams' extended the equity concept of discrepancy to accommodate social comparison to reward systems. As in the case of Discrepancy theory, satisfaction is a function of a person's input-output balance. Satisfaction results from perceived equity, while dissatisfaction results from perceived inequity. If the perceived input-out rations, he will be satisfied with the reward he receives. If he perceives his ratio is larger than others, he will perceive himself over-rewarded and may feel guilty. If he perceives himself under-rewarded in comparison with others, he will be dissatisfied.

The aforementioned theories identify four definitions of Job satisfaction. Need fulfillment or gratification, anticipated need satisfaction, perceived outcome valence and perceived equity. Depending on how job satisfaction is defined, the theoretical position regarding satisfaction and performance differs. There are basically three theoretical positions as given by E.F. Lawler and J.L. Suttle:

Satisfaction causes performance.

Performance causes satisfaction.

Reward causes satisfaction and performance.

Combining the most defensible aspects of each of these theories, it could be hypothesized that "Job satisfaction results from the appraisal of one's job as attaining or allowing the attainment of one's important Job values, providing these values are congruent which help to fulfill one's basic needs.

Factors Of Job Satisfaction

Job satisfaction is derived from and is caused by interrelated factors. Although these factors can never be isolated from one another for analysis, they can be used through statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction. The importance of various factors appears to change from one situation to another. These factors according to Thomas Willard Harrell are:

Type of work.

Skill required

Occupational status.

Geography.

Size of plant.

Factors controlled by Management, which include job security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility, supervisor, co-workers, information and understanding of employee attitude by executives and labor leaders.

Personal factors, which include number of dependents, age, time on job, intelligence and education.

The three basic agents related to job satisfaction are :

The self

Supervisors, Co-workers and subordinates.

Company and Management.

Job satisfaction results from the attainment of values, which are compatible with one's needs. Among the most important values or conditions conducive to job satisfactions are:

Mentally challenging work with which the individual can cope successfully. Personal interest in the work itself. Work, which is not too physically tiring. Rewards for performance, which are just, informative, and in line with the individual's personal aspiration. Working conditions which are compatible with the individual's physical needs and which facilitate the accomplishment of his work goals.

High self-esteem on the part of the employee. Agents in the work place who help the employee to attain job values such as interesting work, pay and promotion, whose basic values are similar to his own, and who minimize role conflict and ambiguity.

Values/ Variables

Job satisfaction results from the perception that one's job fulfils or allows the fulfillment of one's important Job values. A value is what a person consciously or subconsciously desires/ wants, or seeks to attain. Job satisfaction is a function of value attainment. It is the existence of needs which give rise to the requirement of action, and therefore, to the requirement of pursuing values. The ultimate biological function of man's values is to direct his action and choices to satisfy his needs.

The more important factors conducive to job satisfaction when considering job satisfaction as a dependent variable are mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues. Job satisfaction, itself or in combination with the conditions both in the individual and the job environment, which bring it about, has a variety of consequences for the individual. It can affect his attitude towards life, towards his family, and towards himself. It can affect his physical health and possibly how long he lives. It may be related to mental health and adjustment, and plays a casual role in the absenteeism and turnover.

Measuring Job Satisfaction

Job satisfaction is an individual's general attitude towards his or her job. Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements.

Most researchers have followed the lead of Hoppock in using direct verbal self-reports to measure job satisfaction. The format used have included 'Likert Scales, thurstone-type scales; Faces Scales", and lists of adjectives requiring a "Yes" "No" or "Response". Of these the Cornell job description index (JDI), has been described as the most carefully developed scale to date.

Rating Scales

The JDI measures five factors of job satisfaction' the work itself, quality of supervision, people on present Job (Co-workers), Promotion and pay. Each of these facets can be a source of very specific meaning of work, and each

represents a possible inducement to work. Hoppock, in his study, proposed the following six major components of job satisfaction:

The way the individual reacts to unpleasant situation.

The facility with which he adjusts himself to other persons.

His relative status in the Social and economic group with which he identifies himself.

The nature of the work in relation to the ability interests, and perception of the worker.

Security.

Loyalty.

Some researchers do not measure satisfaction directly but rather infer it by measuring its alleged causes. For example, porter uses as a measure of satisfaction the discrepancy between how much of some aspect the individual reports getting and how much he thinks he should get.

Overt Behaviour

The use of overt behavior as a measure of job satisfaction is inadequate because there is no known behavior, which would satisfy the minimal criteria needed to justify the experiences of satisfaction.

A logically valid measure of job satisfaction would be one that integrates and be consistent with all the pertinent evidence one has concerning the employee's feelings about his job.

Consequences Of Job Satisfaction

Since one's Job is part of one's life, it is logical to expect job satisfaction to influence life satisfaction. There is exists significant correlation between attitudes towards job and those towards life. An individual's job attitudes can

also affect his view of himself. Satisfying job experience (e.g. achievement, recognition) often increased the individual's self-confidence.

Herzberg has found that subjects reported physical symptoms, such as headaches, loss of appetite, indigestion and nausea following dissatisfying job incidents. An extensive review of the medical psychological literature by D.C. Jenkins found numerous studies, which reported associations between coronary disease and job complaints such as boredom, feeling ill at ease and interpersonal conflict.

Effects On Mental Health

There exists a consistent relationship between satisfaction and the total mental health index among employees. The strongest relationship between specific job attributes and mental health is for the attribute of "chance to use abilities". An alternative interpretation of this correlation is that the job structure or rather the poor fit between the job requirements and the employee's mental capacity is a cause of both the dissatisfaction and the mental health problem.

The Importance Of High Job Satisfaction

The importance of job satisfaction is obvious. Management should be concerned with the level of the job satisfaction is their organization for at least three reasons:-

(i)   There is clear evidence that dissatisfied employees skip work more often and are more likely to resign.

(ii)   It has been demonstrated that satisfied employees have better health and live longer.

(iii) Satisfaction on the job carries over to the employees' life outside, the job.

The Job satisfaction affects the society as a whole. When employees are happy with their job, it improves their lives off the job. In contrast, the dissatisfied employee carries with him the negative attitude home. Satisfied employees contribute towards being satisfied citizens. These people will hold a more positive attitude towards life in general and make a Society of more psychologically healthy people.

Job Satisfaction And Productivity

Currently there are three major "Schools" of thought concerning the nature of association between the two variables:-

(i)   Job satisfaction leads to performance.

(ii)   Job satisfaction and performance and related only indirectly through various moderating variables such as rewards and so on.

(iii)   Performance leads to satisfaction.

The conditions under which the satisfaction causes performance proposition prevails are:-

Satisfaction activates unfulfilled needs of an unfulfilled portion of the same needs.

(i)   The valence of incentive outcomes is attractive to the worker.

(ii)   Incentive application is contingent upon performance.

(iii)   The worker perceives equity in the input-output balance of inequity in his favour. When these conditions do not prevail in an organization, need satisfaction alone does not lead to improved performance.

Performance based reward system result in satisfaction. If both high performance and satisfaction are to be maintained, two conditions should prevail in the organization:-

(i) Rewards are contingent upon performance.

(ii) Perceived equity prevails in its system when these two conditions do not exist in an organization, rewarded lower-performers may be satisfied, while poorly rewarded high performers are dissatisfied.

Increasing Job Satisfaction

There is a strong desire to be approved and respected by others, especially one's friends. If an individual is to have job satisfaction, he must feel that he is on par with his friends. Security, both social as well as economic conditions contribute to Job satisfaction. Loyalty is not to be overlooked in Job satisfaction. The feelings that the worker has for this firm or boss, or both, contribute to Job satisfaction.

Considering following factors can increase the job satisfaction:

Personal factors.

Factors inherent in the Job.

Factors controlled by the Management.

The stability of attitudes must be recognized when discussing the factors related to Job satisfaction. When an organization's employees are dissatisfied with their Jobs, they tend to remain dissatisfied even after many of the factors involved are corrected.

Job Satisfaction In Industry

In any industry, satisfying the physiological and safety needs of the employees through the provision of better wages, better working conditions, fringe benefits and rewards at the appropriate time to the deserving persons. In spite of this entire there is declining, which signifies dissatisfaction among those serving in the industry.

An attempt has been made in this study to analyze the perception and attitude of the management personnel towards causes of Job satisfaction/

dissatisfaction. In all, a sample of 80 industrial executives from B.P.C.L. and T.S.L. was taken. For the purpose of closer investigation of the psyche of the management, the total sample was divided into 'lower management' and higher management. The management personnel comprised of various service groups. Of the sample concerning from Industries respondents were taken from different service groups. Five each from four service groups i.e. up to 10 years, 10 to 15 years, 15 to 20 years and over 20 years from Triveni Structurals Limited and Bharat Pumps & Compressors Limited.

Socio-Economic Profile Of The Management (Table 8 (A)

Respondents from the management belonged to all the age groups though majority of them (40%) were in the age group of 20 to 30 years and 45% in 40 to 50 years age. A large number of the total respondents (35% and 30%), especially those from lower management from industries, has education lower than graduation respectively. Personnel with professional qualifications dominated in higher management in industries (70%).

The composition of the respondents indicates that few persons with rural background were able to make it to the management position in Industry. The majority of the management personnel (80% and 50 % respectively) hailed from urban areas. Whereas a good number of the respondents were living with their families. A large number of them (45% & 24%) lived alone,

Majority of the respondents (70%) had family income exceeding Rs 5000/-. Thus signifying a reasonable standard of living of majority of the management personnel. A large majority of personnel (30 %) had no additional source of income.

ANALYSIS OF RESPONDENTS VIEW POINT (TABLE 8.1 TO 8.32)

System of award of benefits in the organization has been viewed favourably by all respondents in the two organizations (Table 8.1). However, in Triveni Structurals Ltd. employees over 20 years service group feel dissatisfied and over 80% of them rate it below average.

Help by seniors in training junior employees in their job is not being sufficiently rendered in the two organizations under study (Table 8.2). Bharat Pumps & Compressors Ltd. is better placed whereas TSL has poor record of accomplishment in this aspect.

Encouragement to attempts to do things in a better way finds favor in the organizations. Generally, employees feel satisfied with this aspect. Opportunities to develop skills in the job are inadequate in TSL (Table 8.4).

Whereas in BPCL sufficient opportunities exist to develop skills in the job. Encouragement to ideas for change receives significant support in BPCL (Table 8.5). In TSL employees between 10 to 15 years service do not favor the amount of encouragement they receive.

Extent to which information about work is provided to employees assumes importance in BPCL (Table 8.6). In TSL, service group between 10 to 15 years is not satisfied with the extent of information they get. Grievances of the employees are poorly handled in TSL (Table 8.7). Whereas this aspect is given considerable importance in BPCL and grievances are promptly dealt with.

All employees have adequate knowledge about their colleagues working in the organization (Table 8.8).

Employees in almost all service groups in TSL suffer lack of job security (Table 8.9). In BPCL. employees enjoy good amount of job security.

Rewards are not being given on valid reasons in TSL (Table 8.10). Especially employees in service group over 15 years feel more dissatisfied than other employees. While BPCL, this aspect is satisfactorily dealt.

Awareness of problems of lower level employees by higher level is of high degree in BPCL, (Table 8.11). However, there is lack of this aspect TSL.
Planned changes are not discussed in TSL (Table 8.12). Whereas in BPCL, planned changes are deliberated among the employees before implementation.

Adequate utilization of capabilities of the employees in TSL is a neglected aspect (table 8.13). In BPCL, sufficient effort is devoted to this aspect.

The aspect of interaction through informal discussions between senior executives and employees is not receiving sufficient attention in TSL, However, in BPCL, informal discussions are encouraged. (Table 8.14)

Mutual trust among employees exists (Table 8.15).

The employee's welfare is an important aspect in BPCL, (Table 8.16). In case of TSL this is rated lowly.

All organizations are providing sufficient facilities under Factory Act to their employees (Table 8.17).

A majority of the employees in all service groups in TSL would leave for a similar job in another organization (Table 8.19). In BPCL, 40% of the employees in service group upto 10 years service and over 20 years service would only quit.

The employees in all the organizations given enough importance to their job (Table 8.20). They value their job more than what they do in their spare time. In BPCL, employees generally express satisfaction over their decision to have joined the organization (Table 8.21). However, in TSL employees regret their decision.

The children of the employees in TSL are a neglected aspect (Table 8.22). Maximum of the employees in BPCL, feel satisfied with the way their organization cares for their children. Only 40% respondents in service group up to 15 years service and 60% over that feel that they get enough time for the family in TSL (Table 8.23). This percentage is between 80 to 100 % in BPCL.

Family is looked after in the absence of the employee in BPCL, (Table 8.24). But in TSL 80 % of the respondents opine otherwise.

About 80-100% of the respondents are happy with the way their organization functions in BPCL. But in TSL this percentage is between 20% to 60 % in different service groups (Table 8.25).

These are few chances of doing something that makes one feel good about him in TSL table (8.26). This aspect is rated highly in its importance. In BPCL, the importance and existence are rated equally high.

Employees desire availability of chances to do new things (Table 8.27). This is an important aspect, which lacks existence in TSL. In BPCL, enough chances are provided to learn new things.

Freedom on job is essentially an important facet of the job (Table 8.28). BPCL, grants good amount of freedom to employees on the job. However, in TSL employees do not enjoy this advantage.

The respondents in all categories in the two organizations receive due respect from the people they work with (Table 8.29).

Pay is an important facet of the job (Table 8.30). However, respondents in TSL express their dissatisfaction with the pay they get at present.

Everyone craves for the praise for the job well done (Table 8.31). But in TSL hardly anyone cares for this aspect. 80 % to 100% of the respondents express dissatisfaction when in importance it is rated very high. In BPCL, respondents express happiness with the way good work gets recognized and praised (Table 8.31).

A chance of getting promotion is an important aspect of the job and is rated high accordingly by all the respondents (Table 8.32). However, in all the industries not enough chances exist for promotion.

Respondents from industry have been categorized into different service groups. The common factors which contribute to job satisfaction in the two industries include:

Judicious implementation of the system of distribution of awards to employees.

Encouragement to attempts to do things in a better way to employees by top management.

Encouragement to ideas for change.

Adequate knowledge about colleagues.

Mutual trust among employees.

Provisioning of sufficient facilities under factory act.

Respect from the colleagues and management.

Besides, there are other factors, which exist in BPCL, contribute to Job satisfaction. On the contrary, lack of these factors results in dissatisfaction in TSL. The factors are:

Opportunities to develop skills in the job.

Availability of sufficient information about work to employees.

Prompt handling of grievances of the employees.

Job security.

Fair distribution of rewards.

Awareness of problem of employees by top management.

Free discussions on planned changes.

Adequate utilization of Capabilities of employees.

Welfare of employees.

Existence of adequate facilities for the development of children of the employees.

Availability of sufficient time for the care of the family.

Care of family by the organization to the satisfaction of the employees.

Functioning of the organization to the satisfaction of the employees.

Chances to do things that make one feel good.

Chances to do new things.

Freedom to do the assigned Job.

Praise for the job well done.

The factors, which do not exist in the two organizations and contribute to dissatisfaction are:

Help by seniors in training junior employees in their job.

Informal discussions about the job.

Inadequate pay and allowances.

Chances of getting promotion.

Suggestions For Policy Implementation In Industries

It is recommended that TSL should implement all those factors, which exist in sufficient degree in BPCL, to augment the job satisfaction of their employees. All industries must improve the factors contributing to dissatisfaction in their organization. There is a scope in providing additional fringe benefits to employees. The following fringe benefits are being provided by the two organizations at present.

Provident Fund.

Gratuity

Family Pension.

Bonus.

Medical claim.

Advances.

In addition, BPCL, is also providing following fringe benefits:

Free accommodation.

Free electricity.

The job satisfaction can certainly be brought at par and further increased in the two industries under study by implementing factors deliberated above.

APPENDICES

APPENDIX

Questionnaire

Your feelings about your job

Chances to do something that makes you feel good about yourself.

Chances to learn new things.

The amount of freedom you have on your job.

The respect you receive from people you work with.

Amount of information you get about your job performance.

Amount of pay you get.

Amount of praise you get for job well done.

Amount of fringe benefits you get.

Chances of getting a promotion.

The amount of Job security you have.

Note: five - Maximum

ONE - Least

Satisfaction- what level of satisfaction is there in particular facet at present?

Importance –what importance you given to that facet.

Organisatinal Climate

(i)   *Serious anomaly does not exist in the way benefits are awarded to persons in the organization. To what extent do you agree with the statement?*

(a)   *Strongly disagree*

(b)   *Disagree*

(c)   *Undecided*

(d)   *Agree*

(e)   *Strongly agree.*

(ii) *To what extent do the superiors and the knowledgeable colleagues take pains to help an employee who wants to learn about his job?*

    (a) *To a great extent*

    (b) *To a considerable extent*

    (c) *to some extent*

    (d) *To little extent*

    (e) *Not at all.*

(iii) *Attempts to do things in better ways are encouraged in this organization. How often does it happen here?*

    (a) *Almost never*

    (b) *Rarely*

    (c) *Sometimes*

    (d) *Usually*

    (e) *Almost always.*

(iv) *Do people here get an opportunity to develop their skills further to do their job?*

    (a) *Almost all*

    (b) *Most.*

(v) *How often are your ideas for change given a good hearing?*

    (a) *Never*

    (b) *Sometimes*

    (c) *Often*

    (d) *Almost always*

    (e) *Always.*

(vi) **To what extent do you receive correct information about your work, duties etc?**

    (a) Not at all

    (b) To a very little extent

    (c) To some extent

    (d) To considerable extent

    (e) To very great extent.

(vii) **Grievances of the employees are handled properly. Do you agree with this?**

    (a) Strongly

    (b) Agree

    (c) Undecided

    (d) Disagree

    (e) Strongly disagree.

(viii) **Do you agree that almost everyone here knows who is working under whom in the organization?**

    (a) Strongly disagree

    (b) Disagree

    (c) Undecided

    (d) Agree

    (e) Strongly agree

(ix) **How often are rewards given on valid reasons?**

    (a) Always

    (b) Sometimes

    (c) Rarely

    (d) Almost never.

(x) *To what extent are people in higher level aware of the problems of lower level in the organization?*

  (a) *Not at all*

  (b) *To a very little extent*

  (c) *To some extent*

  (d) *To a considerable extent*

  (e) *Very great extent.*

(xi) *How often planned changes are discussed with employees?*

  (a) *Always*

  (b) *Sometimes*

  (c) *Rarely*

  (d) *Almost never*

  (e) *Never.*

(xii) *How much do you think your organization has interest in the welfare of the employees?*

  (a) *Not at al*

  (b) *Only in certain ways*

  (c) *Last priority*

  (d) *Some what interested*

  (e) *Very much interested.*

(xiii) *Do you agree that in this organization the capabilities of its employees are fully utilized.*

  (a) *Strongly agree*

  (b) *Agree*

  (c) *Disagree*

  (d) *Strongly disagree.*

(xiv) How often do superiors invite their subordinates for an informal discussion?

(a) Almost never

(b) Rarely

(c) some times

(d) Usually

(e) Always.

(xv) How often to the employees trust one another?

(a) Almost always

(b) Usually

(c) some times

(d) Rarely

(e) Never.

(xvi) The organization provides all facilities to its employees covered in Factory Act.

(a) To a large extent

(b) To some extent

(c) Some facilities only

(d) Very few.

(xvii) Organization provides following fringe benefits to the employees.If you would have a choice of the job in the world which would you choose:-

(a) Your present Job

(b) Another job in some occupation

(c) A job in another occupation.

V

(xviii) Which gives you more satisfaction?

    (a)   Your job

    (b)   the things you do in your spare time.

(xix) Have you ever declined an opportunity to change your present job.

    (a) Yes   (b) No

(xx) Are you happy that you joined the present Job.

    (a) Yes   (b) No

(xxi) Do you feel that your children have as much opportunity as they should have?

    (a) Yes   (b) No

(xxii) Do you get enough times to devote to your family.

    (a)   Yes

    (b)   No

    (c)   Family being neglected

    (d)   There is no time to devote to family.

(xxiii) Does your organization take care of your family when you agree away on duty.

    (a)   Always

    (b)   Sometimes

    (c)   No one bothers

    (d)   A neglected aspect.

(xxiv) Overall are you satisfied with the way your organization function.

    (a) Yes   (b) No

BIBLIOGRAPHY

BIBLIOGRAPHY

Books

1. *Adams S.J. "Advances in Experimental Social Psychology", Vol.2, New York Academic Press, pp 267 to 299.*

2. *Byrne D. " Attitudes and attractions" in Advances in "Experimental Social Psychology", Vol. 4, New York academic press 1969, pp 36 to 89.*

3. *Chung H. Kee. "Motivational theories and practices", pp 114-120.*

4. *Cofer C.N. and Appley H.M. "Motivational theories and Research" New York, edn 1964, pp 78 to 84.*

5. *Charter R. "The break through" in "the Saga of Janas Salk", New York Pocket Book, 1967, pp 58.*

6. *Herzberz F., Mausener B. and Syndermen B. "The Motivation to work" New York edn 1959, pp 134 to 138.*

7. *Hall T.D. and Novgain E.K. "Organizational Behaviour and Human performance", 1968 edn pp 12 to 35.*

8. *Herzberg F. And Cleveland "Work and the nature of man", World publishing, edn 1986, pp. 57.*

9. *Hunt Osborn. "Organizational behaviour" pp. 57.*

10. *Lawler E.E. "Organizational behaviour and Human performance", 1968 edn, pp. 253 to 268.*

11. **Lawler E.E. and suttle C.J.** *"A casual correlation Test of the Need Hierarchy concept"* in *Organisational behaviour and performance to satisfaction in "Industrial relations"* Vol. 1967, PP. 20 to 28.

12. **Lawler E.E. and Porter W.L.** *"Simplified Model of Relationship of performance to satisfaction in "Industrial relations"* vol. 1967, pp. 20 to 28.

13. **Loke A. Edwin** *"The nature and causes of Job Satisfaction in "Handbook of Industrial and organizational psychology"* edn 1976, pp. 1300-1301.

14. **Locke A. Edwin** *"The nature and causes of Job satisfaction in Handbook of Industrial and Organisational Psychology"* by Martin D.Dunnetle, 1976 edn. pp. 1297-1343.

15. **Mondy wayner, Homes E. Robert and Flippo B. Edwin** *"Management concepts and practice"* PP 269 to 284.

16. **Naylor C. and Blum L. Milton** *"Industrial psychology, its theoretical and social foundation",* A Harper International edn. New York, P. 373-375.

17. **Rizzo R.J. and House J.R.** *"Role conflict and Ambiguity as critical variables in a model of organizational behaviour"* Organizational Behaviour and Human performance" edn 1972, pp. 467-505.

PERIDICALS /JOURNALS

1. **Armstrong B. Thomas** *"Job content and context factors related to satisfaction for different occupational levels"* in *"Journal of Applied Psychology"* 1971, vol.55, No. 4, pp. 57-65.

2. **Benjamin Iris and Gerald Barret** *"Some relationship between life and its satisfaction" in "Journal of applied Psychology", 1972, vol. 56, No. 4, pp 301-304.*

3. **Baig A. Mirza** *" An empirical assessment of Job satisfaction and work involvement" in "personnel Today", Jan-Mar 1991 issue, pp 25-27.*

4. **Blum L.M. and Russ J.J.** *"A study of employees attitude towards various incentives in "personnel Journal"-19, edn 1942, pp 438 to 444.*

5. **Chakraborthy K.S.** *"Changing social values and their impact on individual attitudes and behaviour" in "personnel Today, Jan-Mar 89, Issue, pp 19-24.*

6. **Chant F.M.S.** *"Measuring Factors that make a job interesting" in "personnel Journal-II, edn 1932, pp 1 to 4.*

7. **Ewen R.B.** *"Some determinates of Job Satisfaction" in Journal of Applied Psychology", 1964, vol. 48, No. 3, pp 161-163.*

8. **England W.G. and Stein I.C.** *"The occupational preference, group a neglect concept in employee attitude studies" in "Personnel Psychology-14, edn 1961, pp 299-304.*

9. **Fried Lander Frank** *"Underlying sources of Job satisfaction" in "Journal of Applied of Psychology" 1963, vol. 47, No. 4, pp 246-250.*

10. **Friedlander Frank** *"Job characteristics as satisfiers and dissatisfies" in "Journal of Applied Psychology, 1964, vol. 45, No. 6, pp 388-392.*

11. **F. Herzberz** *"One more time how do you motivate employees" in "Harvard business review" vol. 16, Jan-Feb. 1968, pp 52-54.*

12. **Ford R.N.** *"Motivation through work" in "American Management Association, New York, 1969, pp 91-96.*

13. **Fleishman A.E.** *"Pattern of leadership behaviour related to employee grievances and turn-over" in "Personnel Psychology"-15, edn 1962, pp-53-56.*

14. **Gruenfeld Leopole and Weissenberg Peter** *"Relationship between job Satisfaction and Job Involvement" In "Journal of Applied Psychology", 1966, vol. 52, No. 6, pp 469-473.*

15. **Grienfeld Leopole** *"A study of Motivation of Industrial Supervisor" in "Personnel Psychology-15, edn. 1962, pp 303-314.*

16. **Holin L. Charles and Water K.L.** *"Regression Analysis of three variation of the two Factor theory of Job Satisfaction" in "Journal of Applied Psychology", 1971, vol.55 No. 3, pp 211-217.*

17. **Hinrichs P.J.** *"Correlation of Employees Evaluation of pay Increases" In "Journal of Applied psychology", 1969 pp 481 to 489.*

18. **IRIS Benjamin and Barrett Gerald** *"Some relationships between Job and Life satisfaction" in "Journal of Applied psychology" No. 4, 1972, pp 301-304.*

19. **Jurgensen E.C.** *"What the job applicant look for in a company" in "Journal of Personnel Psychology-1 edn. 1948, pp 443-445.*

20. **Jenkins C.D.** *"Psychological and Social precursors of Coronary Diseases" in "New England Journal of Medicines" edn 1971, pp 307-317.*

21. *Kapil Henry Torn Paul and W.R. Paul* "Comparison of Sources of personal satisfaction and work motivation" in "Journal of Applied Psychology", 1970, vol. 54 No. 1, pp 95-102.

22. *Korman A.K.* "Task Success, Task Popularity and Self Esteem as influence on Task Popularity and Self Esteem as influence on Task. Liking" in "Journal of Applied Psychology", edn 1968, pp 484 to 490.

23. *Locke A. Edwin Smith and Kedil M. Lorne* "Convergent and Discriminate Validity for areas and methods of rating of Job Satisfaction" In "Journal of Applied psychology", 1964, vol. 48 No. 5, pp 313-319.

24. *Maslow A.H.* "A theory of Human Motivation" in "psychology review", 1943 review", 1943, vol 50 pp 370-396.

25. *Mowey H.W. and Megline M.B.* "Review and conceptual Analysis of Employee turnover process", in "psychological Bulletin, Edn May 1979, pp-493-552.

26. *Purcell Theodore* "Observing people" in "Harvard Business Review", Vol 33, No. 2, Mar-Apr 1955, pp 90-100.

27. *Ronan W.W.* "Individual and Situational variables relating to Job Satisfaction" in "Journal of Applied Psychology", Edn Feb 1970.

28. *Rusbutt C and Lowery D.* "When Bureaucrats get the Blues" In "Journal of Applied Psychology", Edn Feb 1970.

29. *Starcevich M. Matt* "Job Factor important for Job Satisfaction and Dissatisfaction across different occupational levels" in "Journal of applied psychology 1972, vol 56, No. 5, pp 467-471.

30. **Smit J.F.** "Work attitudes as Predicators of attendance of a specific day" in "Journal of Applied Psychology, Feb 1977, pp 16-19.

31. **Spencer G.D. and Steers M.R.** "Performance as a Moderator of Job Satisfaction-turnover relationship" in "Journal of Applied Psychology, Aug 1981, pp 511-514.

32. **Troxell P. John** "Elements in Job Satisfaction" in "personnel" 1954, Vol 31, No. 3, pp 199-205.

33. **Vroom victor** "Work and Motivation" In "Psychological Bulletin", March 1985, pp 251-273.

34. **Werniment F. Paul** "Intreinsic and extrinsic Factors in Job Satisfaction" in "Journal of Applied psychology, 1966, Vol 50, No. 1 pp 41-50.

35. **York D.R. "Attitude Survey"** in "personnel Journal", May 1985, pp 70-73.

News Papers

The Times of India

Hindustan Times

Economic Times

Magazines

Business Today

Business India

India Today

Yojana